UGC

MODEL CURRICULUM

MASTER OF BUSINESS ADMINISTRATION

UNIVERSITY GRANTS COMMISSION
NEW DELHI

2001
FOREWORD

Renewing and updating of the Curriculum is the essential ingredient of any vibrant university academic system. There ought to be a dynamic Curriculum with necessary additions and changes introduced in it from time to time by the respective university with a prime objective to maintain updated Curriculum and also providing therein inputs to take care of fast paced development in the knowledge of the subject concerned. Revising the Curriculum should be a continuous process to provide an updated education to the students at large.

Leaving a few, there have been many universities where this exercise has not been done for years together and it is not uncommon to find universities maintaining, practicing and teaching still on the Curriculum as old as few years or even more than a decade. Not going through the reasons for this inertia, the University Grants Commission, realising the need in this context and in relevance to its mandate of coordinating and maintaining standard of higher education, decided to adopt a pro-active role to facilitate this change and to ensure that the university Curriculum are soon updated to provide a standard education all over the country.

Curriculum Development Committee for each subject was constituted with the respective Convenor as its nodal person. The Committee besides having five subject experts drawn from the university system, was given a wider representation of various sub subject experts attending meetings of the Committee as the esteemed co-opted members which kept on changing from time to time as the need arose. The Committees, therefore, had representations from a large number of experts and had many meetings before final updated Model Curricula were presented to UGC.

The University Grants Commission and I as its Chairman are grateful to the nodal persons, a large number of permanent and co-opted members in different subjects and their sub disciplines for having worked seriously with committed devotion to have produced a UGC Model Curriculum in 32 subjects within a record period of 18 months.

The exercise would not have been possible without the support of our entire academic community. We can only hope that the results will fulfil their expectations and also those of university community and Indian society.

The UGC Model Curriculum has been produced to take care of the lacuna, defects/shortcomings in the existing Curricula in certain universities, to develop a new Model Curriculum aiming to produce the one which is compatible in tune with recent development in the subject, to introduce innovative concepts, to provide a multi disciplinary profile and to allow a flexible cafeteria like approach including initiating new papers to cater to frontier development in the concerned subject.

The recommendations have been compiled by panels of experts drawn from across the country. They have attempted to combine the practical requirements of teaching in the Indian academic context with the need to observe high standards to provide knowledge in the frontier areas of their disciplines. It has also been aimed to combine the goals and parameters of global knowledge with pride in the Indian heritage and Indian contribution in this context.
Today all knowledge is interdisciplinary. This has been duly considered. Flexible and interactive models have been presented for the universities to extend them further as they would like. Each institution may have to work out certain uniform structures for courses at the same level, so that effective interaction between subjects and faculties is possible. The tendency across the country is now to move from the annual to the semester system, and from award of marks to award of credits. There is perceptible growing interest in modular framing as well.

The recommendations while taking all these features into account, have also made provisions for institutions who may not be in a position to undertake radical structural reform immediately. In any country, especially one as large and varied as India, academic institutions must be allowed enough autonomy and freedom of action to frame courses according to specific needs. The recommendations of the Curriculum Development Committees are meant to reinforce this. The purpose of our exercise has been to provide a broad common framework for exchange, mobility and free dialogue across the entire Indian academic community. These recommendations are made in a spirit of openness and continuous improvement.

To meet the need and requirement of the society and in order to enhance the quality and standards of education, updating and restructuring of the curriculum must continue as a perpetual process. Accordingly, the University Grants Commission constituted the Curriculum Development Committees. If you need to seek any clarification, you may contact Dr. (Mrs.) Renu Batra, UGC Deputy Secretary and Coordinator of CDC who shall accordingly respond to you after due consultation with the respective nodal person of the concerned subject.

The University Grants Commission feels immense pleasure in forwarding this Model Curriculum to the Hon'ble Registrars of all Universities with a request to get its copies made to be forwarded also to the concerned Deans and Heads of Departments requesting them to initiate an early action to get their Curriculum updated. The University Grants Commission Model Curricula is being presented to the Registrar of the university with options either to adopt it in toto or adopt it after making necessary amendments or to adopt it after necessary deletion/addition or to adopt it after making any change whatsoever which the university may consider right. This UGC Model Curriculum has been provided to the universities only to serve as a base and to facilitate the whole exercise of updating the Curriculum soon.

May I request Hon'ble Vice Chancellor and the Hon'ble Registrar including the esteemed Deans, Heads of Departments, Members of the Faculty, Board of Studies and Academic Council of the Universities to kindly update their Curriculum in each of the 32 subjects in consultation with Model Curriculum provided here. This has to be done and must be done soon. May I request the Academic administration of the universities to kindly process it immediately so that an updated Curriculum is adopted by the university latest by July, 2002.

The University Grants Commission requests the Hon'ble Registrars to confirm that this time bound exercise has been done and send a copy of the university's updated Curriculum in each subject to UGC by July 31, 2002. It is a must. It has to be done timely, failing which, the UGC may be forced to take an appropriate unpleasant action against the concerned university.

The UGC looks forward for your active participation in this joint venture to improve the standards to achieve excellence in higher education.

December 2001

HARI GAUTAM
MS (SURGERY) FRCS (EDIN) FRCS (ENG)
FAMS FACS FICS FICS DSc (HON CAUSA)
CHAIRMAN, UGC
CONTENTS

Acknowledgement i-ii

Rules, Regulations and Courses 1-9

The Programme 1
Course Structure 1
First Year 1
Summer Training 2
Second Year 2
List of Optional Papers 2
Programme Administration 7

Course Contents

Courses CP-101 to CP-108 CP 1.1-CP 1.8 10-16
Courses CP-201 to CP-208 CP 2.1-CP 2.8 17-23
Courses CP-301 to CP-304 CP 3.1-CP 3.4 24-26
Courses CP-401 to CP-402 CP 4.1-CP 4.2 27

Optional Courses

Finance: FM-3101 to FM-3115 FM 1.1-FM 1.15 28-39
Marketing: MM-3201 to MM-3214 MM 1.1-MM 1.14 40-50
OB & HRD: OBH-3301 to OBH-3313 OBH 1.1-OBH 1.13 51-60
Production & Operations Management: POM 1.1 – POM 1.9 61-67
POM-3401 to POM-3409
Small Business and Enterprise Management: SBE 1.1-SBE 1.6 68-72
SBE -3501 to SBE-3506
Information Technology Management: ITM-3601 to ITM 3612 ITM 1.1-ITM 1.12 73-82
Rural and Urban Management: RUM -3701 to RUM-3712 RUM 1.1-RUM 1.12 83-92
Public System Management: PSM-3801 to PSM-3813 PSM 1.1-PSM 1.13 93-103
Health Care Administration: HCA-3901 to HCA-3907 HCA 1.1-HCA 1.7 104-109
Technology Management: TM-4001 to TM-4006 TM 1.1-TM 1.6 110-114
International Business: IB-4101to 4110 IB 1.1-IB 1.10 115-122
ACKNOWLEDGEMENT

The primary purpose of the education system is to impart knowledge and skills and, just as important, to transmit certain values. Education improves occupational mobility, and voluntary compliance to law and social responsibilities. Education is needed, both to give individuals more transferable, marketable skills and to develop informed citizens, capable of participating actively in society. In fact an investment in people is an investment in future education. The corporate world is coming to realize that education is to business what fertilizer is to farming. Reform of education is therefore needed, and urgently.

Priorities for reforms lie in three principal areas: Finance, Content, and Delivery. Reform of education financing is important not simply because it supports more efficient management of institutions (internal efficiency) but also because it can improve the content of education (external efficiency). New curricula are central to reform content because both to produce a more critical type of learning and to adjust to changing market needs and values. It calls for raising the accountability of the concerned. Improving the delivery of education is a complex process. It generally implies decentralization, to make education more responsive to local needs; diversification of supply, including private suppliers, to promote competition and thus efficiency; and diversification of education practice to enhance individual choice.

In higher education, due cognizance has to be taken of the fact that the country has an existing infrastructure which despite of its problems, is still on of the best in the developing world. The country needs to capitalize on the advantage accruing from the infrastructure and nurture it in order to enhance competitiveness in the global market. Proper education will be increasingly crucial to the global competitiveness. With the globalization of the industries, and economies, money, information, and goods flow freely around the world.

Acknowledging that success of any national economy rests on the high quality of education, Dr. Hari Gautam, Chairman - University Grants Commission, taking the long view and paying very, very close attention to education, not only as the means by which human beings, as individuals, may reach their fullest potential, but as an issue of commercial and economic survival in a highly competitive, technology-and psychology-dependent world market place constituted the subject panels.

CDC on Management in its deliberations brought out several salient features of the management education, which are likely to hinder or help the executives of the future in dealing in a much different environment. An entirely new set of behaviour patterns, attitudes, and methods of communication is expected to deal with the emerging global business, global market trends, organisational versatility, trade agreements, and trade barriers. The newly designed
courses must be enriched enough to equip the participants with the tools and techniques to explore such things as cross border components of team building, financial issues, marketing issues, legal issues, health and environment issues, effective cross-cultural teamwork etc., and have the understanding of how to structure international teams and alliances, and yet still understand and accept accountability.

The convenor would like to express his appreciation to the core group members: -
Prof. N. Jaysankaran, Director, Bharathidasan Institute of Management
Prof. H.J. Jani, Head, G.H. Patel Post Graduate Institute, of Business Management, Sardar Patel University.
Prof. V.P. Giri, Director, Manipur Institute of Management Studies

and other eminent scholars who were formally or informally involved for their support and cooperation in finalizing the CDC report. The undersigned also gratefully acknowledges the sincere efforts and help received from Dr. C.S. Meena, Deputy Secretary-UGC, and his secretariat.

CONVENOR
CDC ON MANAGEMENT
Faculty of Management Studies
University of Delhi
Delhi 110 007
THE PROGRAMME

The Master of Business Administration (MBA) is a two year full-time programme. The course structure and programme administration are as follows:

COURSE STRUCTURE

The programme has been organized in two years-First Year and Second Year, each year comprising two semesters. The list of papers offered during First Year and Second Year of the programme shall be as follows:

FIRST YEAR

 Semester-I

 CP-101 Management Process and Organizational Behaviour
 CP-102 Quantitative Methods
 CP-103 Managerial Economics
 CP-104 Environment and Management
 CP-105 Managerial Skill Development
 CP-106 Indian Ethos and Values
 CP-107 Accounting For Managers
 CP-108 Computers Applications in Management

 Semester-II

 CP-201 Organization Effectiveness and Change
 CP-202 Management Science
 CP-203 Human Resource Management
 CP-204 Financial Management
 CP-205 Marketing Management
 CP-206 Production and Operations Management
 CP-207 Research Methodology
 CP-208 International Environment and Management
Summer Training

At the end of second semester, all students will have to undergo summer training of 8-10 weeks with an industrial, business or service organization by taking up a project study. The conditions of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department in organizations as approved by the Department / Faculty from time to time. Each student will be required to submit a project report to the Department / Faculty for the work undertaken during this period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester.

SECOND YEAR

During Second Year, in addition to compulsory papers and project studies, a student shall have to choose six optional papers in third semester and three optional papers in fourth semester from the list of optional papers announced at the beginning of each semester.

Semester-III

CP-301 Business Policy and Strategic Analysis
CP-302 Decision Support System and Management Information System
CP-303 Business Legislation
CP-304 Summer Training Project
   (plus 6 Optional Papers)

Semester-IV

CP-401 Corporate Evolution and Strategic Management
CP-402 Project Study (Equivalent to two papers or 200 Marks)
   (plus 3 Optional Papers)

LIST OF OPTIONAL PAPERS

Finance

FM-3101 Financial Decisions Analysis
FM-3102 Security Analysis and Investment Management
FM-3103 Portfolio Management
FM-3104 International Financial Management
Master of Business Administration

FM-3105 Management of Financial Services
FM-3106 Management Control System
FM-3107 International Accounting
FM-3108 Corporate Taxation
FM-3109 Financial Derivatives
FM-3110 Project Planning, Analysis and Management
FM-3111 International Financial Markets
FM-3112 Management of Financial Institutions
FM-3113 Working Capital Management
FM-3114 Foreign Exchange Management
FM-3115 Infrastructure Financing

Marketing

MM-3201 Consumer Behaviour
MM-3202 Advertising Management
MM-3203 Strategic Marketing
MM-3204 International Marketing
MM-3205 Sales and Distribution Management
MM-3206 Industrial Marketing
MM-3207 Sales Promotion Management
MM-3208 Marketing of Services
MM-3209 Marketing for Non-profit Organizations
MM-3210 Management of Public Distribution System
MM-3211 Brand Management
MM 3212 Marketing of Social Services
MM-3213 Planning and Managing Retail Business
MM-3214 E-Commerce

Organisation Behaviour and Human Resource Development

OBH-3301 Management of Industrial Relations
OBH-3302 Management of Comparative Relations
OBH-3303 Manpower Development for Technological Change
OBH-3304  Compensation Management  
OBH-3305  Legal Framework Governing Human Relations  
OBH-3306  Management Training and Development  
OBH-3307  Managing Interpersonal and Group Processes  
OBH-3308  Organizational Change and Intervention Strategies  
OBH-3309  Counselling Skills for Managers  
OBH-3310  Human Resource Development: Strategies and Systems  
OBH-3311  Human Resource Planning and Development  
OBH-3312  Cross Cultural and Global Management  
OBH-3213  Management Development

**Production and Operations Management**

POM-3401  Purchasing and Materials Management  
POM-3402  Total Quality Management  
POM-3403  Production Planning and Control  
POM-3404  Applied Operations Research  
POM-3405  Logistics Management  
POM-3406  Goal Programming in Management  
POM-3407  Transportation Management  
POM-3408  Service Operations Management  
POM-3409  World Class Manufacturing

**Small Business and Entrepreneurship Management**

SBE-3501  Government Business Interface  
SBE-3502  Small Business Marketing  
SBE-3503  Financing of Small Business  
SBE-3504  New Enterprise Management  
SBE-3505  Entrepreneurial Development  
SBE-3506  Small Business Environment and Management
Information Technology Management

ITM-3601 Management Support System
ITM-3602 Business Process Re-engineering
ITM-3603 System Analysis and Design
ITM-3604 Strategic Management of Information Technology
ITM-3605 Data Base Management
ITM-3606 Telecommunications for Business

ITM-3607 ERP

ITM-3608 Security and Control Information System
ITM-3609 Multi-Media Management
ITM-3610 Internet Programme For E-Commerce
ITM-3611 RDBMS & SQL Concepts
ITM-3612 Application Development Using Oracle

Rural and Urban Management

RUM-3701 Co-operative Management
RUM-3702 Rural Credit Finance
RUM-3703 Rural Resources and Development
RUM-3704 Rural Industrialisation
RUM-3705 Participatory Development in Rural Areas
RUM-3706 Rural Marketing
RUM-3707 Waste Land Management
RUM-3708 Urbanisation in India
RUM-3709 Urban Organisation and Management
RUM-3710 Urban Planning and Strategies for Development
RUM-3711 Urban Development and Regional Planning
RUM-3712 Management of Telecommunication Systems

Public System Management

PSM-3801 Public Enterprise Management
PSM-3802  Financial Management in Public Systems
PSM-3803  Energy Management
PSM-3804  Hotel Management
PSM-3805  Tourism Management
PSM-3806  Development Administration
PSM-3807  Water Resource Management
PSM-3808  (MM 3212) Marketing of Social Services
PSM-3809  Planning and Management of Education System
PSM-3810  Manpower Policy and Planning for Public Systems
PSM-3811  (MM3209) Marketing for Non-Profit Organisations
PSM-3812  Management Control in Non-profit Organisation
PSM-3813  Management of Telecommunication Systems

**Health Care Administration**

HCA-3901  Community Health, Epidemiology and Population Management
HCA-3902  Health Care and Social Policy
HCA-3903  Health System Management
HCA-3904  Health Care Economics and Finance
HCA-3905  Environmental Health Management and Safety Planning
HCA-3906  Health and Hospital Information Systems
HCA-3907  Health Communication: Development and Dissemination

**Technology Management**

TM-4001  Technology Acquisition and Diffusion
TM-4002  Technology Finance
TM-4003  Technology Transfer and Absorption
TM-4004  Technology Forecasting
TM-4005  R&D Management
TM-4006  Programme Management
International Business

IB-4101 (FM3107) International Accounting
IB-4102 (FM3104) International Financial Management
IB-4103 International Financial Markets
IB-4104 (FM3114) Foreign Exchange Markets
IB-4105 (MM3204) International Marketing
IB-4106 Export-Import Procedures, Documentation and Logistics
IB-4107 Regional Bloc\:s
IB-4108 International Economic Organisations
IB-4109 India’s Foreign Trade Policy
IB-4110 Global Human Resource Management

PROGRAMME ADMINISTRATION (SUGGESTED GUIDELINES)

Evaluation

(i) Each paper will carry 100 marks (Except Papers CP-402) of which minimum of 30% of marks should be for internal assessment and remaining percentage of marks be for written examination. The duration of written examination for each paper shall be three hours.

(ii) The internal assessment marks shall be based on factors such as:

- Participation in seminars, case discussions and group work activities
- Class tests, quizzes, individual and group oral presentations
- Submission of written assignments, term papers and viva-voce
- Class-room participation and attendance

The weightage given to each of these factors shall be decided and announced at the beginning of the semester by individual faculty member responsible for the paper.

(iii) The scheme of evaluation of project studies shall be as follows:

- For Paper CP-304, a project report based on the summer training will have to be submitted within three weeks from the commencement of third semester.
- Paper CP-402, final project study shall commence from third semester and the report should be submitted towards the end of fourth semester.

The written part for each of the project studies shall account for 70% of marks and the viva-voce to be conducted by a duly constituted examination board for the remaining 30% of marks.
Promotion and Span Period

(i) The span period of the programme is four years from the date of registration in the programme.

(ii) The minimum marks for passing the examination for each semester shall be 45% in each paper and 50% in aggregate for all the courses of the semester.

(iii) To be eligible for promotion to the second year of the programme, a student must clear successfully at least 12 papers out of the 16 papers offered during first year of the programme.

(iv) The degree shall be awarded to successful students on the basis of the combined results of first year and second year examinations as follows:
- Securing 60% and above : Ist Division
- All other : Ind Division

(v) A student to be eligible for award of degree has to clear all the papers offered during two-year programme within the span period.

*The Institutes/Universities may evolve their own Grading System for evaluation.*

Re-examination

A candidate who has secured minimum marks to pass in each paper but has not secured the minimum marks required to pass in aggregate for the semester concerned may take re-examination in not more than two papers to obtain the aggregate percentage required to pass the semester.

A regular student will be allowed to re-appear in any paper in any semester. However, the total number of attempts for a paper shall not exceed four during the span period of the programme. As regards the ex-students, they will be allowed to re-appear in papers only in the April/May semester examination subject to total number of attempts for a paper not exceeding four during the span period of the programme.

Attendance

No candidate shall be considered to have pursued a regular course of study unless he/she is certified by the Head/Dean of the Department/Faculty to have attended the three-fourths of the total number of classroom sessions conducted in each semester during his/her course of study. Any student not complying with this requirement will not be allowed to appear in the semester examination. However, the Head/Dean may condone the required percentage of attendance by not more than 10 per cent during a semester.

A student not allowed to appear in the preceding semester examination due to shortage of
attendance, may appear in the papers of the preceding semester along with the papers of the current semester after making up the attendance shortfall. Remedial classes, however, will not be arranged by the Department/Faculty for the purpose.
COMPULSORY COURSES

SEMESTER - I: CP-101 TO CP-108

CP-10.: MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR

Objectives

The objectives of this paper is to familiarize the student with basic management concepts and behavioural processes in the organization.

Course Contents

Evolution of management thought, Systems and contingency approach for understanding organizations, managerial processes, functions, skills and roles in an organization; Social Responsibility of Business; Understanding and Managing Individual behaviour - Personality, Perceptions, Values, Attitudes, Learning, Work Motivation, Individual decision making and problem solving; Understanding and managing group processes - Interpersonal and group dynamics applications of emotional intelligence in organisations, communication, group decision making, Leadership and Influence process; Understanding and Managing organizational system - Organizational design and structure, Work stress.

Suggested Readings

5. Singh, Dalip Emotional Intelligence at Work, Response Books, Sage Publications, Delhi, 2001

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
CP-102: QUANTITATIVE METHODS

Objectives

The objective of the course is to make the students familiar with some basic statistical and linear programming techniques. The main focus, however, is in their applications in business decision making.

Course Contents

Mathematical basis of managerial decision: Functions-Applications of Functions-Some special Functions. A.P. & G.P. and their managerial application, Matrices, Markov Chains & their applications; Frequency Distribution and their Analysis; Probability Theory and Probability Distributions - Binomial, Poisson, Normal and Exponential; Correlation and Regression Analysis; Time Series Analysis and Forecasting; Linear Programming - Basic Concepts, Model Formulation, Solution Methods, Duality; Introduction to some Basic Quantitative Methods Packages.

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-103: MANAGERIAL ECONOMICS

Objectives

The Objectives of this course is to acquaint the participants with concepts and techniques used in Micro-Economic Theory and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalisation.

Course Contents

Concepts and Techniques - Nature of business decision-making, marginal analysis,

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-104 ENVIRONMENT MANAGEMENT


Suggested Readings

5. Harley, Nick: Environmental Economics, MacMillan India Ltd., Ansari Road, New Delhi, 1997

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**CP-105: MANAGERIAL SKILL DEVELOPMENT**

**Objectives**

The course is aimed at equipping the students with the necessary & techniques and skills of communication to inform others, inspire them and enlist their activity and willing cooperation in the performance of their jobs.

**Course Contents**

Importance and nature of business communication; Effective Communication skill; process of communication; Barriers and gateways in communication; Dos and Don'ts of Business writing; Commercial letters; Writing Business reports; Oral Communication-presentations of reports, public speaking, and negotiations; Legal aspects of Business communication

**Suggested Readings**


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**CP-106: INDIAN ETHOS AND VALUES**

Model of Management in the Indian Socio-Political Environment; Work Ethos; Indian Heritage in Production and Consumption; Indian Insight into TQM; Problems Relating to Stress in Corporate
Management - Indian Perspective; Teaching Ethics; Trans-cultural Human Values in Management Education; Relevance of Values in Management; Need for Values in Global Change - Indian Perspective; Values for Managers; Holistic Approach for Managers in Decision Making; Secular Versus Spiritual Values in Management; Personal Growth and Lessons from Ancient Indian Educational System; Science and Human Values.

**Suggested Readings**

3. --------------------: Management by Values, Oxford University Press, 1991

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**CP- 107: ACCOUNTING FOR MANAGERS**

**Objectives**

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilisation of financial and accounting information for planning, decision-making and control.

**Course Contents**

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**CP-108: COMPUTER APPLICATIONS IN MANAGEMENT**

**Objectives**

The objectives of this course include developing an appreciation of different software and hardware systems available in the industry among the participants and build up the experience of computer usage in business organizations with specific reference to commercial data processing systems.

**Course Contents**


**Suggested Readings**


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
SEMESTER - II: CP-201 TO CP-208

CP-201: ORGANIZATION EFFECTIVENESS AND CHANGE

Objectives
To familiarize the students with basic organizational processes to bring about organizational effectiveness and change.

Course Contents
An Overview of Concepts of Organizational Change Effectiveness and Development; Skills of Change Agent; Organizational Climate and Culture; Power and Politics; The Process of Empowerment; Organizational Learning; Creativity and Innovation; Conflict and Negotiation; Intergroup Behaviour and Collaboration; Business Ethics and Corporate Governance; Management of Gender Issues; Cross-Cultural Dynamics.

Suggested Readings

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-202: MANAGEMENT SCIENCE

Objectives
The Objectives of this course is to develop an understanding of basic management science techniques and their role in managerial decision making.

Course Contents
Management Science - Basic concepts and its role in decision making; Sensitivity Analysis; Integer Programming Branch and Bound Algorithm; Transportation and Assignment models including Trans-shipment and Routing Problems; Queuing Theory; Inventory Management
Techniques; PERT/CPM; Decision Theory and Decision Trees; Game Theory; Goal Programming, Simulation.

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-203: HUMAN RESOURCE MANAGEMENT

Objectives

In a complex world of industry and business, organisational efficiency is largely dependent on the contribution made by the members of the organisation. The Objectives of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Course Contents

Concepts and Perspectives on Human Resource Management; Human Resource Management in a Changing Environment; Corporate Objectives and Human Resource Planning; Career and Succession Planning; Job Analysis and Role Description; Methods of Manpower Search; Attracting and Selecting Human Resources; Induction and Socialisation; Manpower Training and Development; Performance Appraisal and Potential Evaluation; Job Evaluation & Wage Determination; Employee Welfare; Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Empowerment.

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**CP-204: FINANCIAL MANAGEMENT**

**Objectives**

The purpose of this course is to acquaint the students with the broad framework of financial decision making in a business unit.

**Course Contents**

Aims and Objectives of Financial Management; Financial Analysis and Control; Cost-Volume-Profit Analysis; Operating and Financial Leverage; Time Value of Money; Investment and Capital Structure Decisions; Instruments of Long Term Finance; Cost of Different Sources of Raising Capital; Weighted Average Cost of Capital; Optimum Capital Structure; Valuation and Rates of Return; Methods of Capital Budgeting; Short-term Financing Investments; Management of Working Capital - Cash, Receivables and Inventory Management, Internal Financing and Dividend Policy; Financial Modeling.

**Suggested Readings**


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**CP-205: MARKETING MANAGEMENT**

**Objectives**

The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.
Course Contents

Nature and scope of marketing, Corporate orientations towards the marketplace, The Marketing environment and Environment scanning, Marketing information system and Marketing research, Understanding consumer and Industrial markets, Market segmentation, Targeting and positioning: Product decisions - product mix, product life cycle, new product development, branding and packaging decisions, Pricing methods and strategies, Promotion decisions - promotion mix, advertising, sales promotion, publicity and personal selling; Channel management - selection, co-operation and conflict management, vertical marketing Implementation and systems, Organising and implementing marketing in the organisation; Evaluation and control of marketing efforts; New issues in marketing - Globalisation, Consumerism, Green marketing, Legal issues.

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-206: PRODUCTION AND OPERATIONS MANAGEMENT

Objectives

The Course is designed to acquaint the students with decision making in: Planning, scheduling and control of Production and Operation functions in both manufacturing and services; Productivity improvement in operations through layout engineering and quality management etc.; Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organisations.

Course Contents

Nature and Scope of Production and Operations Management; Facility Location; Types of Manufacturing Systems & Layouts; Layout Planning and Analysis; Material Handling – Principles – Equipments, Line Balancing—Problems; Operations decisions—Production Planning and Control--In Mass Production--in Batch / Job Order manufacturing; Capacity Planning—Models;

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**CP-207: RESEARCH METHODOLOGY**

**Objectives**

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

**Course Contents**

Nature and Scope of Research Methodology; Problem Formulation and Statement of Research Objectives; Value and Cost of Information - Bayesian Decision Theory; Organisation Structure of Research; Research Process; Research Designs - Exploratory, Descriptive and Experimental Research Designs; Methods of Data Collection - Observational and Survey Methods; Questionnaire Design; Attitude Measurement Techniques; Motivational Research Techniques; Administration of Surveys; Sample Design; Selecting an Appropriate Statistical Technique; Field Work and Tabulation of Data; Analysis of Data -; Use of SPSS and other Statistical Software Packages; Advanced Techniques for Data Analysis – ANOVA, Discriminant Analysis, Factor
Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Methods; Research Applications.

Suggested Readings

5. Gupta, S.P. Statistical Methods, 30th ed., Sultan Chand, New Delhi, 2001

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-208: INTERNATIONAL BUSINESS ENVIRONMENT AND MANAGEMENT

Objectives

The primary Objectives of this course is to acquaint the students to emerging global trends in business environment.

Course Contents

International Business: An overview - Types of International Business; The External Environment; The Economic and Political Environment, The Human Cultural Environment; Influence on Trade and Investment Patterns; Recent World Trade and Foreign Investment Trends; Balance of Payments Accounts and Macroeconomic Management; Theories and Institutions: Trade and Investment - Government Influence on Trade Investment; Determination of Trading Partner's Independence, Interdependence and Dependence; World Financial Environment; Cross-national Cooperation and Agreements; Tariff and Non-Tariff Barriers, WTO, Regional Blocks; International production; Internationalisation of Service Firms; Operation Management in International Firms; World Financial Environment: Foreign Exchange Market Mechanism; Determinants of Exchange Rates; Euro-currency Market; Offshore Financial Centers; International Banks; Non-Banking Financial Service Firms; Stock Markets; Global Competitiveness; Export Management; Licensing; Joint Ventures Technology and Global Competition; Globalisation and Human Resource Development; Globalisation with Social Responsibility; World Economic Growth and the Environment; Country Evaluation and Selection; International Business Diplomacy: Negotiating an International Business, Issues in Asset Protection; Multilateral Settlements; Consortium Approaches; External Relations Approach.
Suggested Readings


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.
SEMESTER - III: CP-301 TO CP-304

CP-301: BUSINESS POLICY AND STRATEGIC ANALYSIS

Objectives

The Objectives of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.

Course Contents

Business Policy as a Field of Study; General Management Point of View; Vision, Mission, Objectives and Policies; Environmental Analysis and Internal Analysis; SWOT Analysis; Tools and Techniques for Strategic Analysis; Impact Matrix; The Experience Curve; BCG Matrix; GEC Model; Industry Analysis; Concept of Value Chain; Strategic Profile of a Firm; Framework for Analysing Competition; Competitive Advantage of a Firm.

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

CP-302: DECISION SUPPORT SYSTEMS AND MANAGEMENT INFORMATION SYSTEM

Objective

The objective of the courses to develop the basic understanding of the decision support system of the artificial intelligence for business organisation.

Course Contents


Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-303: BUSINESS LEGISLATION

Objectives

The course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise.

Course Contents


**Suggested Readings**


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**CP-304: SUMMER TRAINING PROJECT**

At the end of second semester, all students will have to undergo summer training of 8-10 weeks with an industrial, business or service organization by taking up a project study.
SEMESTER - IV: CP-401 TO CP-402

F-401: CORPORATE EVOLUTION AND STRATEGIC MANAGEMENT

Objectives

The Objectives of this course is to develop understanding about strategic processes and their impact on a firm.

Course Contents

Nature and Scope of Strategic Management; Strategic Intent and Vision; Concept of Core Competence, Capability and Organisational Learning; Process of Strategy Planning and Implementation; Strategy and Structure; Organisational Values and their Impact on Strategy; Power Games amongst Competing Players; Chief Executive and Board; Work of Top Management; Turnaround Management; Management of Strategic Change; Mergers and Acquisitions; Strategic Management in an International Firm; Strategy and Corporate Evolution in Indian Context.

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

CP-402: PROJECT STUDY

The final project will be evaluated at the end of the fourth semester by the internal and external examiners. This would be equivalent to the marks of the two papers.
FINANCE AREA: FM-3101 TO FM-3115

FM-3101: FINANCIAL DECISIONS ANALYSIS

Objectives

The basic objective of this course is to impart an intensive knowledge about the use of quantitative techniques in specified financial decision making areas.

Course Contents

Application of Linear Programming; Goal Programming; Regression Analysis and Simulation Technique in Financial Decision Making Areas; Corporate Debt Capacity Management Decision; Business Failure and Reorganisation - Application of Multiple Discriminant Analysis; Decision Tree Analysis; Capital Expenditure Decision Under Conditions of Risk and Uncertainty; Cost-volume-profit Analysis under Conditions of Uncertainty; Leasing Vs. Borrowing Decisions; Sequencing of Decisions; Replacement Decisions; Mergers and Acquisitions; Takeover code; Goodwill and Valuation of Shares; Dividend Valuation Model; Determination of the Exchange ratio; Legal and Procedural Aspects of Merger Decision; Specific Areas and Problems in the Area of Financial Decision Making; Estimation and Projection of Working Capital Decisions.

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

FM-3102: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

Objectives

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Investment Decision Making Process.
Course Contents

Investment - Return and Risk; Operations of Indian Stock Market; New Issue Market; Listing of Securities; Cost of Investing in Securities; Mechanics of Investing; Markets and Brokers; Investment Companies; Market Indices and Return; Security Credit Ratings; Objectives of Security Analysis; Investment Alternatives; Valuation Theories of Fixed and Variable Income Securities; The Return to Risk and the Investment Decision; Government Securities; Non-Security Forms of Investment; Real Estate Investment; Investment Instruments of the Money Market; Stock Market Analysis - Fundamental and Technical Approach, Efficient Market Theory; Recent Developments in the Indian Stock Market;

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

FM-3103: PORTFOLIO MANAGEMENT

Objectives

The objective of this course is to give the students an in-depth knowledge of the theory and practice of Portfolio Management.

Course Contents

Constructing the Optimum Portfolio, Portfolio Investment Process; Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation; Corporate Portfolio Management in India, International Diversification.

Suggested Readings

3. Portfolio Analysis and Management, Delhi, S.Chand, 2002

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

FM-3104: INTERNATIONAL FINANCIAL MANAGEMENT

Objectives

The objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.

Course Contents

Multinational Financial Management - An overview; Evolution of the International Monetary and Financial System; Managing short-term assets and liabilities; Long-run Investment Decisions - The Foreign Investment Decision; Political Risk Management; Multinational Capital Budgeting - Application and Interpretation; Cost of Capital and Capital Structure of the Multinational Firm; Dividend Policy of the Multinational Firm; Taxation of the Multinational Firm; Country Risk Analysis; Long-term Financing.

Suggested Readings

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

**FM-3105: MANAGEMENT OF FINANCIAL SERVICES**

**Objectives**

The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.

**Course Contents**

Financial System and Markets; Concept, Nature and Scope of Financial Services; Regulatory Framework for Financial Services; Management of Risk in Financial Services; Stock Exchange Operations; Mutual Funds; Merchant Banking Services: Managing of issue shares and bonds- Mobilising of Fixed Deposits-Inter-Corporate Loans-International Finance; Other Financial services- Leasing and Hire Purchase; Debt Securitization; Housing Finance; Credit Rating; Credit Cards; Banking and Insurance; Venture Capital, Factoring for Failing and Bill Discounting, Insurance; The Tax Environment and Financial Services; Pricing Financial Services.

**Suggested Readings**


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**FM-3106: MANAGEMENT CONTROL SYSTEM**

**Objectives**

The main objective of the course is to appraise the students the about the concept of management control system as well as its role in efficient management of public system organizations.
Course Contents


Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

FM-3107: INTERNATIONAL ACCOUNTING

Objectives

The objective of this course is to acquaint the students with the accounting needs of international financial markets and to analyse the accounting measurement and reporting issues unique to multinational business transactions.

Course Contents

International Dimensions of Accounting - Conceptual Development and Comparative Development Patterns; Currency Transactions; Managing International Information Systems; International Perspective on Inflation Accounting; Financial Reporting and Disclosure; Analysing
Foreign Financial Statements; Financial Management of Multinational Entities; Transfer Pricing and International Accounting - International Standards and Multinational Corporations.

**Suggested Readings**


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of course.

**FM-3108: CORPORATE TAXATION**

**Objectives**

The objective of the course is to acquaint the participant with the implications of tax structure and corporate profit planning in operational as well as strategic terms.

**Course Contents**

Basic Concepts of Income Tax; Residential status of a Company; Computation of Income under Different Heads of Income, Set off and Carry forward of Losses, Deductions and Exemptions in Additional Tax on Undistributed Profits, Companies Profit Surtax Act; Computation of Tax Liability; Meaning and Scope of Tax Planning and Location of Undertaking, Type of Activity, Ownership Pattern, Tax Planning Regarding Dividends Policy, Issue of Bonus Shares, Inter Corporate Dividends and Transfers; Tax Planning Relating to Amalgamation and Merger of Companies; Tax Considerations in respect of Specific Managerial Decision like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports; Replacements and Capital Budgeting Decisions, etc; Tax Planning in respect of Managerial Remuneration, Foreign Collaborations and Joint Ventures; Implications of Avoidance of Double Taxation Agreements.

**Suggested Readings**


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

**FM-3109: FINANCIAL DERIVATIVES**

**Objectives**

The objective of this course is to give an in depth knowledge of the functioning of derivative securities market.

**Course Contents**

Forward Contracts; Future Contracts; Other Derivative Securities; Types of Traders; Futures Markets and the use of Futures for Hedging; Forward and Futures Prices; Interest Rate Futures; Swaps; Options Markets; Properties of Stock Option Prices; Trading Strategies Involving Options; Black-Scholes Option Model; Binomial Model; Options on Stock Indices; Currencies and Futures Contracts; General Approach to Pricing Derivatives Securities; Interest Rate Derivative Securities; Derivatives Market in India.

**Suggested Readings**

2. -----------------: *Financial Derivatives*, Delhi,S.Chand, 2001

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.
FM-3110: PROJECTS PLANNING, ANALYSIS AND MANAGEMENT

Objectives

The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

Course Contents

Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties; Market Demand and Situational Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risk; Firm Risk and Market Risk; Social Cost Benefit Analysis; Multiple Projects and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects; Project Financing in India; Problem of Time and Cost Overrun in Public Sector Enterprises in India; Assessment of the Tax Burden; Environmental Appraisal of Projects.

Suggested Readings


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

FM-3111: INTERNATIONAL FINANCIAL MARKETS

Objectives

The objective of this course is to give students an in depth knowledge of the working of international financial markets.

Course Contents


**Suggested Readings**


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

**FM-3112: MANAGEMENT OF FINANCIAL INSTITUTIONS**

**Objectives**

The objective of this course is to discuss the specific financial management problems of financial institutions including a detailed study of the working of the leading financial institutions in India.

**Course Contents**

The Role and Importance of Financial Institutions; Financial Management Models and their Applications in Financial Institutions; Application of the Wealth Maximization Model to Financial Decisions; Evaluating Risks and Returns of Assets and Liabilities of Financial Institutions; Flow of Fund Analysis of the Borrowing and Lending Behaviour of Financial Institutions; Interest Rate Analysis; Interest Rates in the Financial System; Yield Curve; Risk and Inflation; Financial Management of Commercial Banks; Banking Law and Regulation; Provisions of RBI's Operations; Credit and Monetary Planning; Insurance Companies; Thrift Institutions; Development Banks; Role of Development Banking in Industrial Financing in India; Capital Adequacy and Capital Planning; Strategy of Growth; Problems of Time and Cost Over Runs; Financial Planning of Financial Institutions; Financial Goals and Pro forma Statements; Working and Organization of Different Financial Institutions in India like IFCI, ICICI, IDBI, UTI, LIC, Mutual Funds, International Aspects of Financial Institutions.

**Suggested Readings**


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

**FM-3113: WORKING CAPITAL MANAGEMENT**

**Objectives**

The objective of the course is to acquaint the students with the importance of the working capital and the techniques used for effective working capital management.

**Course Contents**


**Suggested Readings**


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

**FM-3114: FOREIGN EXCHANGE MANAGEMENT**

**Objectives**

To acquaint the participants with the mechanism of the foreign exchange markets, measurement of the foreign exchange exposure, and hedging against exposure risk.

**Course Contents**


**Suggested Readings**


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

**FM-3115: INFRASTRUCTURE FINANCE**

**Objective**

The objective of the course is to identify the sources of infrastructure financing.
Course Contents

Project Finance; Infrastructure Finance Vs. Project Finance; Evolution of Private and Commercially Financed Infrastructure Projects in India: Structural Issues-Dissatisfaction with the performance of existing PSUs, Lack of funds with the Government, Structural finance, risk-participation assistance, types of guarantees, contemporary products, pricing of Issues-Commercialisation/corporatisation of PSUs with the increased reliance on the capital market, Privatisation; Outlook for Infrastructure Projects: Demand for Infrastructure in Future, Supply of Infrastructure Finance; Infrastructure Finance-Scope and Avenues: Business and major players (Global and Indian), Products(Funded and non-funded) – types, mezzanine finance, take-out products-tax implications; Role of FI and banks and shift in portfolio of FI and banks, skills required for career in Infrastructure finance; Process Flow chart of typical Infrastructure projects-Process flow for MOU projects and competitively bid projects; Infrastructure finance-key terms and concepts: Types of projects (BOT, BOOT, BOLT, BOO, LROT, RMOT), Concession on agreements / license agreements & key clauses therein; Key contracts (EPC, O&M, Shareholders agreement) & key clauses therein (including diagram depicting typical contractual structure), Financial Closure, Role of Independent regulators-tariff fixation and dispute resolution, jurisdiction in each sector and relationship with govt.(coverage would include briefly the function of TAMP, CERC, SERC, TRAI); Risk Analysis-Key risks in Infrastructure finance and litigation, allocation of risk including insurance; Infrastructure projects appraisal in a financial institution: Appraisal process, Generic issues, Internal committees and functions, Sanction/letter of intent, Disbursement and post-disbursement process; Sectoral Outlook: Business process and opportunities for private sector participation sector-wise; Advisory Services; Recent Deals.

Suggested Readings


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.
MARKETING AREA: MM-3201 TO MM-3214

MM-3201: CONSUMER BEHAVIOUR

Objectives

The basic objective of this course is to develop and understanding about the consumer decision-making process and its applications in marketing function of firms.

Course Contents

Introduction to Consumer Behaviour; Consumer Behaviour and Marketing Strategy; Consumer Involvement and Decision Making; Information Search Process; Evaluative Criteria and Decision Rules; Consumer Motivation; Information Processing and Consumer Perception; Consumer Attitudes and Attitude Change; Influence of Personality and Self Concept on Buying Behaviour; Psychographics and Lifestyle; Reference Group Influence; Diffusion of Innovation and Opinion Leadership Family Decision Making; Industrial Buying Behaviour; Models of Consumer Behaviour; Consumer Behaviour Audit; Consumer Behaviour Studies in India.

Suggested Readings


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

MM-3202: ADVERTISING MANAGEMENT

Objectives

The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.
Course Contents


Suggested Readings


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

MM-3203: STRATEGIC MARKETING

Objectives

The basic objective of this course is to develop skills for analysing market competition and design appropriate competitive marketing strategies for higher market share.

Course Contents

Market Situation Analysis; Analysis of Competitor’s Strategies and Estimating their Reaction Pattern and Competitive Position; Market Leader Strategies - Expanding the Total Market, Protecting Market Share, Expanding Market Share; Market Challenger Strategies - Choosing and Attack Strategy, Market Follower Strategies; Market Nicher Strategies; Competitive Market Strategy for Emerging Industries, Declining Industries and Fragmented Industries; Balancing
Customer and Competitor Orientations, Industry Segmentation and Competitive Advantage; Product Differentiation and Brand Positioning, Competitive Pricing, Competitive Advertising, Role of Sales Promotion in Competitive Marketing.

Suggested Readings


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

MM-3204: INTERNATIONAL MARKETING

Objectives

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

Course Contents

Suggested Readings


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

**MM-3205: SALES AND DISTRIBUTION MANAGEMENT**

**Objectives**

The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organising and managing sales force and marketing channels.

**Course Contents**

Nature and Scope of Sales Management; Setting and Formulating Personal Selling Objectives; Recruiting and Selecting Sales Personnel; Developing and Conducting Sales Training Programmes; Designing and Administering Compensation Plans; Supervision of Salesmen; Motivating Sales Personnel; Sales Meetings and Sales Contests; Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Programme; Sales Cost and Cost Analysis. An Overview of Marketing Channels, their Structure, Functions and Relationships; Channel Intermediaries - Wholesaling and Retailing; Logistics of Distribution; Channel Planning, Organisational Patterns in Marketing Channels; Managing Marketing Channels; Marketing Channel Policies and Legal Issues; Information System and Channel Management; Assessing Performance of Marketing Channels; International Marketing Channels.

**Suggested Readings**


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

**MM-3206: INDUSTRIAL MARKETING**

**Objectives**

The objective of this course is to lay a foundation for an understanding of the complex dimensions of the industrial marketing.

**Course Contents**

Nature and Scope of Industrial Marketing; Differences between Industrial Marketing and Consumer Marketing; Nature of Demand in Industrial Markets; Industrial Buyer Behaviour; Industrial Purchasing; Marketing Research and Market Information Systems; Segmentation of Industrial Markets; Technology and the Industrial Markets; Product Decisions and Strategies; Industrial Services; Industrial Pricing; Distribution and Channel Relationships; Logistics Management; Industrial Marketing Communication; Sales Force Management; Industrial Marketing Strategy, Planning and Implementation.

**Suggested Readings**


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

**MM-3207: SALES PROMOTION MANAGEMENT**

**Objectives**

The purpose of this course is to develop an understanding about concepts, methods and strategies of sales promotion.
Course Contents

Sales Promotion and Marketing Mix; Nature and Types of Sales Promotion; Consumer Behaviour and Sales Promotion; Deal Prone Consumer; Economic Theories of Promotion; Sales Promotion's Impact on Sales; Evaluation of Sales Promotion Experiments; Choice and Purchase Timing Models; Manufacturer Promotion Planning Process; Retailer Promotion Planning Process; Strategic Issues in Designing Promotional Strategies; Substantive Findings and Issues on Coupons, Trade Dealings, and Retail Promotions.

Suggested Readings


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

MM-3208: MARKETING OF SERVICES

Objectives

The objective of this course is to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on national basis.

Course Contents

The Emergence of Service Economy; Nature of Services; Goods and Services Marketing; Marketing Challenges in Service Businesses; Marketing Framework for Service Businesses; The Service Classification; Service Product Development; The Service Encounter; The Service Consumer Behaviour; Service Management Trinity; Service Vision and Service Strategy; Quality Issues and Quality Models; Demand-supply Management; Advertising, Branding and Packaging of Services; Recovery Management and Relationship Marketing; Service Marketing: Origin and Growth- Classification of Services- Marketing of financial services-The Indian scene- Designing of service strategy.
Suggested Readings


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

**MM-3209: MARKETING FOR NON-PROFIT ORGANIZATIONS**

**Objectives**

This course is designed to acquaint students with the application of Marketing Principles, Tools and Techniques in the Non-Profit organizations specifically in the context of developing countries like India.

**Course Contents**

Scope and Applications of Marketing in the Context of Non-profit Organization; Non-profit Institutions in Indian Market Context, e.g. Police, Public Service, Hospitals etc.; Setting Marketing Objectives; Analysing Socio-cultural Environment Affecting Non-profit Organisations; Analysing Beneficiary Behaviour; Market Segmentation and Customer Targeting; Planning of Marketing Strategy in a Non-profit Organization; Concept of Product Service Life Cycle; Market Segmentation and Related Issues; Elements of Marketing Mix; Product and Service Decisions; Pricing Decisions; Distribution and Delivery Strategy; Promotional and Public Relations Strategy Role of Institutional Image; Monitoring and Review of Marketing Programme.

**Suggested Readings**

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

**MM-3210: MANAGEMENT OF PUBLIC DISTRIBUTION SYSTEM**

**Objectives**

The objective of this course is to develop an understanding of functioning management of public distribution system in the contest of developing economy.

**Course Contents**

Meaning and Importance of Distribution in the Marketing of Goods and Services; Distribution Channels; Public Distribution Systems and its Relevance in Developing Economy; Objectives of Public Distribution of Essential Commodities; Structural Aspects of Indian Market; Types of Distribution Systems; Administration of Public Distribution System; Logistics Planning in National Distribution Systems; Cost Control and Economics of Mass Distribution; Maintenance of Quality Standards; Legal and Regulatory Framework; Administered Prices and Public Distribution System; Role of Materials Handling and Storage Technology in Mass Distribution; Conflict Management in Large Scale and Distribution System; Case Studies on Mass Distribution of Essential Commodities Seeds, Family Planning Aids; Cement, Steel, Agricultural Inputs etc.

**Suggested Readings**


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

**MM-3211: BRAND MANAGEMENT**

**Objectives**

The objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of Brand Management.
Course Contents

Understanding Brands - Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning; Brand Equity; Value addition from Branding - Brand-customer Relationships, Brand Loyalty and Customer Loyalty; Managing Brands; Brand Creation, Brand Extensions, Brand-product Relationships, Brand Portfolio; Brand Assessment through Research - Brand Identity, Position, Image, Personality Assessment and Change; Brand Revitalisation; Financial Aspects of Brands; Branding in Different Sectors: Customer, Industrial, Retail and Service Brands.

Suggested Readings


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

MM-3212: MARKETING OF SOCIAL SERVICES

Objectives

The Course is designed to give an opportunity to acquire knowledge about the application of Marketing tool and techniques in the marketing socially desirable causes specially in the context developing country like India.

Course Contents

Relevance of social services in a developing economy; applications of marketing in social services, e.g. health and family welfare, adult literacy programme, environment protection, social forestry, etc.; socio-economic-cultural influences on beneficiary system; organising for marketing social services; beneficiary research and measurement of their perceptions and attitudes; planning and implementation of mass campaigns; beneficiary contact programme; use of print and electronic media in mass communication; diffusion of innovative ideas; geographical expansion strategies in mass contact programme; review and monitoring of marketing strategies of socially relevant programmes.
**Suggested Readings**

3. Hyenion, K E. *Ecological Marketing*. Columbus, Ohio 1976
6. Maitra, T. *Public Services in India*. Mittal, New Delhi. 1985

List of cases and specific references including research papers and books will be announced in the class.

**MM-3213 PLANNING AND MANAGING RETAIL BUSINESS**

**Objectives**

The Course will focus on manufacturers perspective on retailers and understanding of the retail business.

**Course Contents**


**Suggested Readings**

List of cases and specific references including research papers and books will be announced in the class.

**MM-3214: E-COMMERCE**

**Objective**

The objective of the course is to acquaint the students with the use of E-Commerce in competing markets.

**Course Contents**


**Suggested Readings**

2. Carpenter, Phil *e Brands*, HBS Press, Boston, 2000
3. Keen, Peter and Mark McDonald *The e-Process Edge*, Delhi, Tata McGraw –Hill, 2000

List of cases and specific references including research papers and books will be announced in the class.
ORGANISATION BEHAVIOUR AND
HUMAN RESOURCE DEVELOPMENT AREA: OBH-3301 TO OBH-3313

OBH-3301: MANAGEMENT OF INDUSTRIAL RELATIONS

Objectives

Organisational efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.

Course Contents

Industrial Relations Perspectives; Industrial Relations and The Emerging Socio-economic Scenario; Industrial Relations and the State; Legal Framework of Industrial Relations; Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and The Management; Discipline and Grievance Management; Negotiation and Collective Settlements; Participative Management and Co-ownership; Productive Bargaining and Gain Sharing; Employee Empowerment and Quality Management; Industrial Relations and Technological Change.

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
OBH-3302: MANAGEMENT OF COMPARATIVE INDUSTRIAL RELATIONS

Objectives

Recent years have witnessed an increasing degree of globalization of economies. Appreciation of industrial relations policies and practices of major economies would be necessary to perform efficiently in the liberalized environment. This course aims to familiarize students in the major industrial relations systems operating in different economic, political and cultural contexts.

Course Contents

Industrial Relations and Globalization; Emerging Trends in Industrial Relations; Trade Union Strategies Towards Liberalization and Technological Change; Employee Response to Industrial Re-structuring and Organisational Re-engineering; Emerging Trends in Collective Bargaining and Negotiations; Productivity Bargaining and Wage Negotiations; Employee Empowerment and Participative Decision Making; Labour Flexibility and Gain Sharing; Changing Role of the State and Industrial Relations in the Developed, Newly Developed and Developing Economies.

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

OBH-3303: MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE

Objectives

Recent years have witnessed rapid technological changes affecting industry and business in different ways. This course aims to discuss the major aspects of technological change and the
kind of human resource management strategies and steps which may equip the organization and its human resources to adequately cope with such changes.

**Course Contents**

Manpower Management in the 21st Century; Environmental Context of Human Resource Management; The Emerging Profile of Human Resources; Special Features of New Technology; Concept and Process of Technological Innovation; Organisational Implications of Technological Change; Human Resource Implications of Technological Change; Performance/Potential Evaluation in the Context of New Technology; Technology Transfer with Human Face; New Issues in Manpower Training and Career Development.

**Suggested Readings**


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**OBH-3304: COMPENSATION MANAGEMENT**

**Objectives**

The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organisations and to impart skills in designing, analysing and restructuring reward management systems, policies and strategies.

**Course Contents**

Conceptual and Theoretical Understanding of Economic Theory Related to Reward Management; Competitive Imperatives: Productivity, Quality, Service, Speed, Learning; Planning for Improved Competitiveness; Diagnosis and Benchmarking, Obtaining Commitment; Determination of Inter and Intra-industry Compensation Differentials; Internal and External Equity in Compensation Systems; Understanding Tools Used in Designing, Improving and Implementing Compensation Packages; Compensation Designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior Managers, R&D Staff, etc.;

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**OBH- 3305: LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS**

Objectives

Understanding of the legal framework is important for the efficient decision making relating to man management and industrial relations. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

Course Contents


Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

OBH-3306: MANAGEMENT TRAINING AND DEVELOPMENT

Objectives

The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes.

Course Contents

Training Process - an Overview; Role, Responsibilities and Challenges to Training Managers; Organization and Management of Training Function; Training Needs Assessment and Action Research; Instructional Objectives and Lesson Planning; Learning Process; Training Climate and Pedagogy; Developing Training Modules; Training Methods and Techniques; Facilities Planning and Training Aids; Training Communication; Training Evaluation; Training and Development in India.

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
OBH-3307: MANAGING INTERPERSONAL AND GROUP PROCESSES

Objectives

The purpose of this course is to advance understanding regarding interpersonal and group processes and help the participants to examine and develop process facilitation skills mainly through laboratory and other experience based methods of learning.

Course Contents

Group as a Medium of Learning; Developing and Change; Group Cohesiveness; Influence Processes; Interpersonal Communication; Interpersonal Awareness and Feedback Process; Interpersonal Trust; Group Decision Making; Group Synergy; Team Building.

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

OBH-3308: ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGIES

Objectives

The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioural science.

Course Contents

Organization Change - an Overview; Approaches to Problem Diagnosis; Some Major Techniques of Planned Change; Steps in OD, General OD Competencies, OD Skills, Designing Interventions - Interpersonal, Team, Intergroup and System; Evaluation of OD, Ethics of OD Professional, Future of OD.

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

**OBH-3309: COUNSELING SKILLS FOR MANAGERS**

**Objectives**

To develop basic skills among students to independently handle a wide range of employee counseling and performance counseling.

**Course Contents**

Emergence and Growth of Counseling Services; Approaches to Counseling; Counseling Process - Beginning, Developing and Terminating a Counseling Relationship and Follow up; Counselor's Attitude and Skills of Counseling; Assessing Client's Problems; Selecting Counseling Strategies and Interventions - Changing Behaviour through Counseling; Special Problems in Counseling; Application of Counseling to Organizational Situations with a Focus on Performance Counseling.

**Suggested Readings**


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
OBH-3310: HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS

Objectives

The purpose of this course is to facilitate an understanding of the concepts, methods and strategies for HRD.

Course Contents

Field of HRD - Concepts, Goals, Challenges; HRD Climate and Practices in India; Staffing HRD Function; Developing HR Strategies; HRD System Design Principles; Design & Administration of Select HRD Systems; HRD for Workers; HRD Intervention; HRD Approaches for coping with Organisational Changes; Case Studies of HRD in Indian Organizations.

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

OBH-3311: HUMAN RESOURCE PLANNING AND DEVELOPMENT

Objectives

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, Deployment and Development in organisations.

Course Contents

Macro Level Manpower Planning and Labour Market Analysis; Organisational Human Resource Planning; Stock Taking; Work Force Flow Mapping; Age and Grade Distribution Mapping; Models and Techniques of Manpower Demand and Supply Forecasting; Behavioural Factors in Human Resource Planning - Wastage Analysis; Retention; Redeployment and Exit Strategies; Career Management and Career Planning; Performance Planning; Potentials Appraisal and Career Development; HRD Climate; Culture; QWL and Management of Change; TQM and HRD
Strategies; HRD in Strategic Organisations; Human Resource Information System; Human Resource Valuation and Accounting.

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**OBH-3312: CROSS CULTURAL AND GLOBAL HUMAN RESOURCE MANAGEMENT**

Objectives

The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organisations.

Course Contents

Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organisations; Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation; Human Resource Management in Global Organisations; Selection,Source, Selection Criteria for International Assignment; Compensation and Appraisal in Global Perspective, MNC and Compensation System.

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**OBH-3313: MANAGEMENT DEVELOPMENT**

**Objectives**

The purpose of this course is to advance an understanding of concepts, methods, and strategies underlying the development of executives.

**Course Contents**

Field of HRD: Definition, Objectives and Functions of HRD Professionals; Open Systems Theory Perspective for Training; Strategic Planning Approach; Organizational Environment and Training; Principles of Learning: Learning and Behavior, Teaching/Learning Debate, Training and/or Development; Management Development - Perspectives, MD and management education, pitfalls, continuing need, need for effective MD, MD Policy and Committees; Planning the Strategies and Programme to reach MD objectives; Training Methodology An overview of the training process; Management Effectiveness Audit and, Management Inventory: Training needs Assessment and Training objectives; Designing training for effective learning; Methods of MD including Training for Human Relations, leadership, Team Work, Communication and creativity; conduction of MD Programme - Role of Programme Co-ordinator, trainee, top Management; Evaluation; Getting Management Training to Pay-Off.

**Suggested Readings**


The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.
PRODUCTION AND OPERATIONS MANAGEMENT AREA: POM-3401 TO POM-3409

POM-3401: PURCHASING AND MATERIALS MANAGEMENT

Objectives

The key objective of this course is to acquaint the students with Decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organisations; Cost-reduction techniques in Pre-Purchase, Purchase and Port-Purchase systems; Modern material planning and delivery systems like MRP and JIT and Material handling and logistics systems.

Course Contents

Role of Purchasing and Materials Management - Objectives, Organisation and Inter-relationships, Determination and Description of Material Quantity, Material Planning in Push and Pull System, MRP and JIT; Determination and Description of Material Quality - Receiving and Incoming Quality Inspection, Acceptance Sampling Plans, Vendor-Process Capability; Cost-Reduction Techniques - Standardisation, Simplification & Variety Reduction; Value Analysis and Engineering, Make or Buy Decisions, Purchasing Research, Sources of Supply, Price Determination and Negotiation, Vendor Rating, Selection and Development, Legal Aspects of Purchasing, Public Purchasing and Tendering; International Purchasing - Procedures and Documentation; Purchasing of Capital Equipment - Appraisal Methods, Evaluating Suppliers' Efficiency, Stores Layout, Classification and Codification; Material Logistics - Warehousing Management, Material Handling, Traffic and Transportation, Disposal of Scrap, Surplus and Obsolete Materials; Inventory Control of Spare Parts, Materials Information System.

Suggested Readings

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**POM-3402: TOTAL QUALITY MANAGEMENT**

**Objectives**

The objective of this course is to acquaint the students with to make clear to candidates the basic concept of Total Quality (TQ) from design assurance to service assurance; to give emphasis on International Quality Certification Systems - ISO 9000 and other standards and their applicability in design manufacturing quality control and services, to closely interlink management of quality, reliability and maintainability for total product assurance; to focus on quality of services in contemporary environment.

**Course Contents**

Basic Concept of Total Quality (TQ); Evolution of Total Quality Management; Components of TQ Loop; Conceptual Approach to S.Q.C. Acceptance Sampling and Inspection Plans; Statistical Process Control; Process Capability Studies; Humanistic Aspects of TQM; Management of Q.C. and Z.D. Programmes; Quality Improvement Teams; Q-7 tools; Quality Costs; Taguchi Loss Function; Functional Linkage of Quality with Reliability and Maintainability; Failure Analysis; (FTA/FMEA) and Optimum Maintenance Decisions; Total Productive Maintenance (TPM); Quality Audits; Lead Assessment and ISO-9000 Standards; Marketing Aspects of T.Q.; Total Quality of Services; Total Quality and Safety; Six Sigma.

**Suggested Readings**


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
POM-3403: PRODUCTION PLANNING AND CONTROL

Objectives

To develop a broad conceptual framework based on the research which has been done in the recent past and to bridge the gap between the theoretical solutions on one hand and the real world problems on the other in production planning and control.

Course Contents

Production Planning and Control Function; Material Requirement Planning; Production-Inventory Systems; Forecasting for Inventory and Production Control; Aggregate Planning; Job Shop Planning; Scheduling and Control; Just-in-Time Production; Line Balancing; Planning for High Volume Standardized Products; Procedures and Documentation in Production Planning and Control; Application of Computers; ERP.

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

POM-3404: APPLIED OPERATIONS RESEARCH

Objectives

The Course is designed to introduce the students to the principles of operations research techniques and their applications in decision making. Students will also be required to use computer packages for data processing purposes.

Course Contents

Parametric and Sensitivity Analysis; Inventory Control Models Under Uncertainty; Applied Queuing Models; Networks Models; Non-linear optimization Techniques-Quadratic Programming; Portfolio Management Problem; Replacement Models and Policies; Dynamic Programming; Reliability Models.
Suggested Reading


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

POM -3405: LOGISTICS MANAGEMENT

Objectives

The Course is designed to explain basic theory and techniques of logistics to examine the issues and problems associated with logistics in a changing business environment, and to show how logistics can improve an enterprises effectiveness and competitiveness. Students would be encouraged to use computer software packages for problem solving.

Course Contents

Introduction to logistics and its Interface with Production and Marketing; Measures of Logistics; Physical Distribution and Logistics; Logistics System Analysis and Design; Warehousing and Distributing Centers; Location; Transportation Systems: Facilities and Services; Dispatch and Routing Decisions and Models; Inventory Management Decisions; Logistics Audit and Control; Packaging and Materials Handling; International Logistics Management; Logistics Future Directions.

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
POM-3406: GOAL PROGRAMMING IN MANAGEMENT

Objectives

The objective of this course is to acquaint the students with the concepts, solution methods and applications of goal programming to real-world problems.

Course Contents

Goal Programming - Basic Concept Model Formulation, Graphical and Simplex Method; Integer Goal Programming, Post-Optimal Sensitivity Analysis; Parametric Goal Programming; Goal Programming under Uncertainty; Application of Goal Programming in Functional Areas of Management; Implementation of Goal Programming. Introduction to some Application Software such as - QSB, Micro Manager and LIGO.

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

POM -3407: TRANSPORTATION MANAGEMENT

Objectives

The objective of the course is to acquaint the students with the problems faced in planning policy and executing the transportation system.

Course Contents

Growth of Urbanisation and Problems of Transportation; Transport-Challenges and Limitations; Government Activities in Transportation; Transportation Systems - Planning, Operation and Management; Trip Generation and Distribution; Load Planning; Transportation Modes and their Selection; Sequential Travel Demand Forecasting Models; Future Developments in Transportation; Motor Vehicle Act 1988 and its Impact on Urban Transport System; Emission Norms.
Suggested Readings


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

POM-3408: SERVICE OPERATIONS MANAGEMENT

Objectives

The key objective of this course is to acquaint the students with decision making in planning, design, delivery, quality and scheduling of service operations. The candidates are also expected to appreciate the role of service quality and operations in emerging services economy of India.

Course Contents

Matrix of Service Characteristics; Challenges in Operations Management of Services; Aggregate Capacity Planning for Services; Facility Location and Layout for Services; Job Design - Safety and Physical Environment; Effect of Automation; Operations Standards and Work Measurement; Measurement and Control of Quality of Services; Dynamics of Service Delivery System; Scheduling for Services Personnel and Vehicles; Waiting - Line analysis; Distribution of Services; Product-Support Services; Maintenance of Services; Inventory Control for Services; Case Studies on Professional Services.

Suggested Readings

The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

**POM -3409: WORLD CLASS MANUFACTURING**

**Objective**

To acquaint the students with the world class manufacturing environment and optimised production principles.

**Course Contents**


**Selected Readings**


The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.
SMALL BUSINESS AND ENTREPRENEURSHIP DEVELOPMENT MANAGEMENT: SBE-3501 TO SBE-3506

SBE-3501: GOVERNMENT BUSINESS INTERFACE

Objectives

The objective of the course is to highlight the need for strong interaction between government and business in India so that the resources are channelised to priority sectors and the firms are induced to enter into a competitive environment specifically created for them by government.

Course Contents

State Participation in Business, Interaction between Government, Business and Different Chambers of Commerce and Industry in India; Public Distribution System; Government Control over Price and Distribution; Consumer Protection Act (CPA) and The Role of Voluntary Organizations in Protecting Consumer’s Rights; Industrial Policy Resolution, New Industrial Policy of the Government; Concentration of Economic Power; Role of Multinationals, Foreign Capital and Foreign Collaborations; Indian Planning System; Government Policy Concerning Development of Backward Areas/Regions; Government Policy with Regard to Export Promotion and Import Substitution; Controller of Capital Issues. Government's Policy with Regard to Small Scale Industries. The responsibilities of the Business as well as the Government to Protect the Environment; Government Clearance for Establishing a New Enterprise.

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.
SBE-3502: SMALL BUSINESS MARKETING

Objectives

The objective of this course is to develop in-depth analysis for better understanding of the nature of competition in changing business environment.

Course Contents

Basis for Competition; Structural Analysis of Industries; Generic Competitive Strategies; Framework for Competition Analysis; Market Signals; Competitive Moves; Technology of Competitive Advantage; Strategy towards Buyers and Suppliers; Strategic Groups within Industries; Competitive Strategy in Declining Industries; Competitive Strategy in Global Industries; Strategic Analysis of Integration Capacity Expansion; Strategies of Entering into New Businesses; Portfolio Techniques in Competitor Analysis; Techniques of Conducting Industry Analysis.

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

SBE-3503 FINANCING OF SMALL BUSINESS

Objectives

The objective of the course is to familiarise the participants with the various modes of Small Business Financing.

Course Contents

Financial Management in Small Industries; Financial needs of Small Business - types of capital requirements: Cash Management Problems; Sources of finance for small business in India: Indigenous bankers, public deposits, State Finance Corporations, Industrial Co-operatives—adequacy and appropriateness of funds from banking and non-banking financial intermediaries;

**Suggested Reading**


The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

**SBE-3504: NEW ENTERPRISE MANAGEMENT**

**Objectives**

The objective of this course is to expose the students to the managerial aspects of new enterprise and to help them to understand the working of these enterprises and to measure and evaluate their performance and efficiency.

**Course Contents**

Entrepreneurship and its role in economic development. Problems of industrialization in underdeveloped countries with special reference to India. Industrial policy, Regulation and control of Industries in India; Mechanics of setting of new enterprises - size and location, optimum units - its meaning and determinants; size of industrial units in India. Theory of industrial location factors determining the industrial location. Regional distribution of industrial activity in India; Recent trends in the localisation of industrial activity in India: Regional planning of industrial activity in India; Feasibility studies: technical, marketing and financial; Managerial problems of new enterprises; production purchasing, Financing labour and marketing problems Facilities provided by different Institutions and Agencies in India, financing facilities for new enterprises, marketing and other facilities.

**Suggested Readings**


5. Gupta, C B and Srinivasan. Entrepreneurial Development In India. New Delhi, Sultan Chand, 1997.


The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

**SBE - 3505: ENTREPRENEURIAL DEVELOPMENT**

**Objective**

The objective of this course is to expose the students to the growth of entrepreneurship in developing countries with special reference to India.

**Course Contents**

Entrepreneurial traits, types and significance.; Definitions, characteristics of Entrepreneurial types, Qualities and functions of entrepreneurs, Role and importance of entrepreneur in economic growth. Competing theories of entrepreneurship; Entrepreneurial Development Programme in India. - History, Support, Objectives, stages of performances; Planning and EDP - objectives. Target group, selection of centre, pre-training work; Govt. Policy towards SSI’s; Entrepreneurial Input; Entrepreneurial Behaviours and entrepreneurial motivation. N-Achievement and management success, Entrepreneurial success in rural area. Innovation end entrepreneur; Establishing Entrepreneurs System. Search for business idea, sources of ideas, idea processing, input requirements: Sources and criteria of financing, fixed and working capital assessment; Technical assistance, marketing assistance, sickness of units and remedial assistance; Preparation of feasibility reports and legal formalities and documentation

**Suggested Readings**

The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

**F-3506: SMALL BUSINESS ENVIRONMENT AND MANAGEMENT**

**Objectives**

The objective of the course is to analyse and develop an understanding of socio-economic-political environment of small business and to develop an understanding of the overall management process in a small business unit, particularly in a developing economy.

**Course Contents**

Small Business in Indian Environment - Economic, Social, Political Cultural and Legal; Policies Governing Small Scale Units; Industrial Policies and Strategies relating to Small Scale Sector; Technological Know-how and Appropriate Technology; Quality Circles and Productivity and linkage between Small and Big Business. Organizational Structure and other Characteristics of Small Firms; Special Problems in the Management of Small Business in various Functional Areas like Finance, Marketing, Production and Personnel; Sickness in the Small Scale Sector; Modernisation of Small and Village Industries; Training Programmes and Consultancy Services; Institution Assisting Export Promotion of Small Business in India; Export Promotion Councils Global Perspective of Small Business in selected Countries.

**Suggested Readings**


The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.
INFORMATION TECHNOLOGY MANAGEMENT AREA: ITM-3601 TO ITM-3612

ITM-3601: MANAGEMENT SUPPORT SYSTEMS

Objectives

This course has been designed to develop an understanding of the concepts and application of Information Technology based Management Support Systems.

Course Contents


Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
ITM-3602: BUSINESS PROCESS RE-ENGINEERING

Objectives

This course has been designed to develop an appreciation of process view of business and redesign thereof. The participants would be able to develop an understanding of the use of Information Technology for process redesign.

Course Contents

Conceptual Foundation of Business Process Re-engineering; Role of Information Technology in BPR; Process Improvement and Process Redesign; BPR Experiences in Indian Industry; Process Identification and Mapping; Role/Activity Diagrams; Process Visioning and Benchmarking. Business Process Improvement. Business Process Redesign; Man Management for BPR Implementation; Re-organizing People and Managing Change.

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

ITM-3603: SYSTEM ANALYSIS AND DESIGN

Objectives

This course is aimed at developing an appreciation of Analysis and Design of computer based commercial data processing systems.

Course Contents

Overview of Systems Analysis and Design; Software applications today- the changing scenarios- Introduction to different methodologies and Structured System Analysis-Problem

**Suggested Readings**


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

**ITM-3604: STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY**

**Objectives**

This course is aimed at developing an understanding of Use of Information Technology as a Strategic Tool for business management. The course focuses on development of Information Technology Leadership.

**Course Contents**

Key Issues in Information Systems Management and the Role of the CIO; Analytical Framework for Strategic IT Initiatives; Sustaining Competitive Advantage by use of IT; Creativity, Learning
Organizations and Role of Information Technology in Business Transformation; Information Partnerships; Managing in the Marketspace; National Information Infrastructure and IT Policy at the National Level; Planning for Strategic IT Resource; Managing the IT Function; Outsourcing IT Function.

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**ITM-3605: DATA BASE MANAGEMENT SYSTEMS**

**Objectives**

This course has been designed to introduce the participants with the applications of systems designed to manage the data resources of organizations. It provides the participants an opportunity to study the hands-on implementation of a database in corporate environment.

**Course Contents**

Data Processing Concepts; Data Structures; File Processing and Access Methods; Taxonomy of Data Management Systems; Various Data Base Management Models. Evaluation of Commercially Available Software Systems with Managerial Emphasis on Tradeoffs Among Cost, Capacity, and Responsiveness; Functions of Transaction Processes and their Communications Interface with Database Management Systems; Distributed Data Processing Systems and a Need for Database Environment for such a System. Physical Database Structures; Normalization and Logical Design; Query Languages for Relational Database Management Systems; Study of a Relational Database Management Systems for Successful Implementation of Distributed Systems; Structured Query Language. Distributed Data Base Systems; On-line Data Bases; Object Oriented Data Bases. Managerial Issues Related to Data
Base Management; Evaluation Criteria; Performance Analysis; Recovery Issues; Re-organisation Problems; Implementation and Maintenance Issues; Database Administration.

Suggested Readings

6. *Systems and Developers Manuals for an RDBMS such as Oracle*.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**ITM-3606: TELECOMMUNICATIONS FOR BUSINESS**

**Objectives**

The course has been developed to introduce the concept of electronic marketspace and electronic commerce among the potential information technology leaders.

**Course Contents**

Computers and Communications: The Information Technology; The Concept of Global Village; On-line Information Services; Electronic Bulletin Board Systems; The Internet; Interactive Video; Communications Channels; Communications Networks; Local Networks; Managerial Issues Related to Telecommunications. Client/Server Computing; Communication Servers; Digital Networks; Electronic Data Interchange and its Applications; Enterprise Resource Planning Systems; Inter Organizational Information Systems; Value Added Networks; Wireless Networks. Managing in the Marketspace; Electronic Commerce and Internet; Applications of Internet, Intranet and Extranet in Business Organizations; Using Intranet for Business EIS; Internet as a Vehicle for Transacting Business.

**Suggested Readings**


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

**ITM- 3607: ERP**

**Objective**

To make the students able to participate in planning and implementation of advanced enterprise-wide systems and technologies in their career.

**Course Contents**


**Suggested Readings**

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

**ITM - 3608: SECURITY AND CONTROL INFORMATION SYSTEM**

**Objective**

The objective of the course is to familiarise the participants with the security and control system use in the business world.

**Course Contents**


**Selected Readings:**

1. EDP Auditing by Ron Weber
2. PC and LAN Security by Stephen Cobb
3. Enterprise Security - Protecting information assets by Michel E. Kabey
4. Enterprise Disaster Recovery Planning by Miora
5. Computer Security for Dummies
6. Internet Security by Derek Atkins et al.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course
ITM-3609: MULTIMEDIA MANAGEMENT

Objective

The aim of the course is to acquaint the participants with the application multimedia in business.

Course Contents


Selected Readings:


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

ITM-3610: INTERNET PROGRAMMING FOR E-COMMERCE

Objective

The objective of the course is to familiarise the students with the internet programming for e-commerce.

Course Contents


#  Configuration and features of Internet Information Server (118)
#  Configuration and features of Apache Web Server
** SERVER Side Programming using PERL, JAVA-ODBC, ASP
*  Involves Programming
# only theory
** included for lab offly (not for the theory exam)

**Suggested Readings**

1. Coleman, Pat and Peter Dyson *Internets* BPB Pub., Delhi, 1997
2. Keen, Peter and Mark McDonald *The e-Process Edge*, Delhi, Tata McGraw-Hill, 2000

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

**ITM –3611: RDBMS & SQL CONCEPTS**

**Objective**

The students are to be provided basic understanding of the RDBMS & SQL and the skills to make use of these in business organisations.

**Contents**

RDBMS: Introduction - Database and DBMS Software, Three Layered Architecture, Advantages and Disadvantages of a Database, History; Data Modeling - Object Oriented and Record Based models, E-R Model and E-R diagram Examples and Exercises, Hierarchical Model, Network Model and Relational Model; Normalisation techniques - First Normal Form, Second Normal Form and the Third normal Form, Examples and Exercises, E.F. Codd’s 12 Rules for a relational Database; Database concepts - Transaction Management, Properties of a Transaction, Commit and Rollback, Concurrency, Locking, Access Control, Data Integrity, Integrity Constraints, Auditing, Backup and Recovery; Data Dictionary - System Catalogue, Distributed Database and Distributed Data Access, Introduction to Client - Server and ODBC connectivity. SOL: SQL Language - DML commands - Select, Insert, Update, Delete - retrieving data, summarising data, adding data to the database, updating data to the database and deleting data. Simple queries - use of WHERE, Arithmetic, Comparison and logical operators, ORDER BY, GROUP BY and Group Functions. Multi table queries, Sub-queries, Views; DDL Commands - Table and View Create, Alter, Drop Integrity Constraints; Transaction Processing - Commit, Rollback, Savepoint.

*LAB: SQL & MS Access*
Suggested Readings

1. Coleman, Pat and Peter Dyson. *Internets* BPB Pub., Delhi, 1997

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**ITM-3612: APPLICATION DEVELOPMENT USING ORACLE**

**Objective**

The objective of the course is to acquaint the students with the application development using ORACLE in modern business analysis and management.

**Contents**

Refresher to Oracle RDBMS: Defining a data base, defining columns and keys, normalising the design, minimising redundancy, organisation of data in Oracle, Oracle tools; SOL & PL/SQL; SQL/PL SQL command summary. Data types, operators, DML, DDL, PL/SQL control structures - Error handling; ORACLE FORMS Module: Application development using FORMS 5, organisation of FORMS, painting canvas. Default form forms process, trigger and their types, trigger command syntax, execution of forms.; REPORT Module: Types of reports, formalising the report, calculated fields, group settings, modifying, Text settings, previewing a report, running a report; Oracle Utilities: Exporting and importing data base information, loading data from foreign files, Backup and recovery; Graphics Module: Designing graphics - Integrating graphics with forms and reports. Building Applications: Business analysis, entity relationship model, normalization data integrity, database, updation, transactions, planning and designing the forms for updation and enquiry managerial reports generation.

(Individual groups to identify projects and build their own application)

**Selected Reading**


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
RURAL AND URBAN MANAGEMENT: RUM –3701 TO RUM-3712

RUM- 3701: CO-OPERATIVE MANAGEMENT

Objectives

The objective of the course is to expose the students to the functional problems of co-operative organisations in view of the compulsions of technology and the changing market structure with the globalisation of markets.

Course Contents

Co-operative Administration: A Global Perspective; Ecology of Co-operative Administration; the Cooperative Sector & Economic Development; Cooperative Management: Nature & Functions; Professionalised Management for cooperatives; Role of Leadership in Cooperative Management; Placement and the Role of the Board of Directors in Cooperative Management; The State and the Cooperative Movement; Effects of Cooperative Law on Management; Long Range Planning for Cooperative Expansion; Policy Making; Executive Direction; Human Resource Management; Organisational Structure; Project Formulation, Implementation and Evaluation; Financial Management; Marketing Management; Procuring Management; Distribution Management; Coordination between Trading Cooperatives & Public Sector Trading Agencies; Problems & Prospects;

Suggested Readings


List of cases and specific references including research papers, articles and books will be announced in the class.
RUM-3702: RURAL CREDIT AND FINANCE

Objectives

To provide a conceptual framework and understanding of financial management practices and methods for rural development agencies.

Course Contents


Suggested Readings


List of cases and specific references including research papers, articles and books will be announced in the class.

RUM-3703 RURAL RESOURCES AND DEVELOPMENT

Objectives

To provide an in-depth understanding of the problems and processes of rural development, ecology, resources and other major developmental issues.

Course Contents

Women: Status, Role and participation: Forest Resources and Social Forestry: Special area Development programmes: Wasteland development: Public services and Extension services.

Suggested Readings

7. Khurso, AM. "The Economics of Land Reforms and Farm Size in India". Institute of Economic Growth, Delhi.

List of cases and specific references including research papers, articles and books will be announced in the class.

RUM–3704: RURAL INDUSTRIALISATION

Objectives

To provide a comprehensive understanding of the Linkages between Rural Industrialisation, Agro-based industries and Rural Development.

Course Contents


Suggested Readings


List of cases and specific references including research papers, articles and books will be announced in the class.

RUM-3705: PARTICIPATORY DEVELOPMENT IN RURAL AREAS

Objectives

To provide a comprehensive understanding of the Organisation, and Administration of Rural institutions, Decentralisation, Participation in decision making processes and the Co-operatives.

Course Contents


Suggested Readings


List of cases and specific references including research papers, articles and books will be announced in the class.
RUM – 3706: RURAL MARKETING

Objectives

The objective of the course is to explore the students to the rural market environment and the emerging challenges in the globalisation of the economies.

Course Contents

Nature, characteristics and the potential of rural markets in India, Socio-cultural economic & other environmental factors affecting rural marketing. Attitudes and behaviour of the rural consumers and farmers; Marketing of consumer durables and nondurable goods and services in the rural markets with special reference to product planning, Media Planning, planning of distribution channels and organising personal selling in rural markets in India. Marketing of agricultural inputs with special reference to fertilizers, seeds and tractors; Organisation and functions of agricultural marketing in India. Classification of agricultural products with particular reference to seasonality and perishability, Marketing structure and performance. Processing facilities for different agricultural products. Role of warehousing; Determination of agricultural prices and marketing margins. Role of agricultural price commission. Role of central and state governments. Institutions and organisations. In agricultural marketing. Unique features of commodity markets in India. Problems of agricultural marketing; Nature, scope and role of co-operative marketing in India.

Suggested Readings.

3. Mishra, SN. Politics and Society in Rural India. 1980 Inter India, Delhi.

List of cases and specific references including research papers, articles and books will be announced in the class.

RUM-3707: WASTE LAND MANAGEMENT

Objective

The objective of the course is to familiarise the students with the issues concerning wasteland and the optimal use of wasteland.
Course Contents


Suggested Readings


List of cases and specific references including research papers, articles and books will be announced in the class.

RUM-3708: URBANISATION IN INDIA

Objectives

To provide a comprehensive understanding of the problems associated with the processes of Urbanisation and Industrialisation in India.

Course Contents


Suggested Reading


List of cases and specific references including research papers, articles and books will be announced in the class.

RUM-3709: URBAN ORGANISATION AND MANAGEMENT

Objectives

To review the functions of the Urban Institutions, organisation, and administration and the role of the local government in the management of Urban community development services.

Course Contents


Suggested Readings


List of cases and specific references including research papers, articles and books will be announced in the class.
RUM-3710: URBAN PLANNING AND STRATEGIES FOR DEVELOPMENT

Objectives

To provide comprehensive knowledge on methodologies and techniques of Urban Planning and Management Strategies.

Course Contents


Suggested Readings


List of cases and specific references including research papers, articles and books will be announced in the class.

RUM-3711: URBAN DEVELOPMENT AND REGIONAL PLANNING

Objectives

To provide a comprehensive understanding of the importance of regional planning and micro level planning in Urbanisation and Urban development.

Course Contents

Regional disparities-Urbanisation: Indices and structural characteristics: Systems Approach to Regional Urbanisation: Role of small towns and Institutions in Urbanisation: Micro level

**Suggested Readings**


List of cases and specific references including research papers, articles and books will be announced in the class.

**3712- MANAGEMENT OF TELECOMMUNICATION SYSTEMS**

**Objectives**

The objective of this course is to facilitate the understanding about the role of telecommunications and its management in India.

**Course Contents**

Role of Telecommunications; Effects of technology and scale on cost of service, Organisation, management and financing in Telecommunications; Global and domestic competition in Telecommunication; Telephone access and use; characteristics of telephone subscribers, use of business and residential telephones, use of public call office telephones, Telecommunication tariff policy, Mobilising resources for expansion, Impact of Telecommunications on rural development, organisational studies on BEL, C- DOT, and Telecom Commission. Cell. Phones.

**Suggested Readings**


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
PUBLIC SYSTEM MANAGEMENT: PSM-3801 TO PSM-3813

PSM –3801: PUBLIC ENTERPRISE MANAGEMENT

Objectives

The objective of this course is to expose the students to the managerial aspects of public enterprise and to help them to understand the working of these enterprises and to measure and evaluate their performance and efficiency.

Course Contents

Genesis, Rationale and Objectives and Roles of Public Enterprise, Organizational Forms and Working of the Board of Management, Public Enterprise Policy and Reform Measures, Institutional Arrangement for Designing and Implementing Memorandum of Understanding (MoU); Project Management Methodologies in Public Enterprises; Problems with Regard to Choice, Transfer and Management of Technologies in Public Enterprises; Pricing Policy and Price Controls in Developing Countries, Marketing Problems of Public Enterprises; The Concept of Administered Prices; Institutional Mechanism for Price Fixation Process; Budgetary Techniques and Financial Control System in Public Enterprises; Expenditure Control, Zero Base Budgeting and Performance Budgeting; Personnel Administration in India; Training and Development Facilities; Problems of Job Satisfaction, Absenteeism, System of Reward and Punishment; Stress and Executive Behaviour, Problems of Industrial Relations and Trade Unionism in Public Enterprises; Problems of Evaluation of Performance Autonomy vs. Accountability in Public Enterprises; Human Resource Development in Public Enterprises.

Suggested Readings

The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

PSM3802- FINANCIAL MANAGEMENT IN PUBLIC SYSTEMS

Objectives

The basic objective of this Course is to appraise the students about the Financing and Investment decision-making process in Public Systems organisations.

Course Contents

Finance functions in Public enterprises; Role of Financial Adviser, Major sources of Finance of Public enterprises; Capital markets for raising funds, Government grants and subsidies, Public deposits; Cost control, Profit Planning and executions; Capital structure, Investment decisions in Public enterprises; Problems of Pricing; identifying and solving Financial problems of Non-Profit organisations with attention to funds, accounting, budgeting and control; Investment decision-making when market valuation cannot be used as a criterion; Sources of funds for non-profit organisations.

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
PSM-3803: ENERGY MANAGEMENT

Objectives

This course would equip the participants with knowledge and skills needed in managing energy crisis, developing non-conventional sources of energy and using conservation and conversion technologies for organisational use at a macro level. Techno-economic aspects of various operating decisions taken by organisations and policy decisions fixed by the Government are to be reviewed.

Course Contents

Organisation for Energy Management: Goal setting in Energy Management; Energy crisis, energy use Patterns and scope for Conservation; Energy Audit, Energy Pricing; Review of and conversion technologies; Incentives for conservation in thermal and electrical Systems in the organisation; Non conventional sources of energy; Utilisation of solar energy; Biomass as a source of energy; The option of Nuclear energy, in the developing countries.

Suggested Readings


List of cases and specific references including research papers, articles and books will be announced in the class.

PSM-3804: HOTEL MANAGEMENT

Objectives

The basic objective of this Course is to acquaint the students with the working of the hospitality industry.

Course Contents

Hotel Industry - Introduction and evolution - classification of hotels - types of accommodation - Intermediary accommodation and grouping of accommodation; Development of Hotel Industry in
India - Industry defined - Early history of Hotel Management - Hotel Industry Vs Tourism Industry; Characteristics of Hotels - Activities of Hotels - Accommodation Management - Front office - Housekeeping - Bar and Restaurant - Supporting services - Working of Hotels - Maintenance of equipments - Maintenance of accounts.; Room occupancy rate management - estimation of demand, seasonal pattern of guest occupancy - Factors affecting the determination of room rates during season and off season; Marketing functions and its relevance to the hotel industry - sales - purchasing - storage systems - inventory levels - ordering levels - costing - food cost reports - recipe costing - menu pricing - hotel security; Licences - permission from statutory authorities - labour department - city corporation - police - state excise - customs - department of tourism - employee state insurance - food and beverage services - problems and prospects of Hotel industry.

Suggested Readings

1. Anand, M.M. *Tourism and Hotel Management in India*, Prentice-hall, Delhi, 1976

List of cases and specific references including research papers, articles and books will be announced in the class.

**PSM-3805 TOURISM MANAGEMENT**

**Objectives**

The basic objective of this course is to acquaint the students with the tourism.

**Course Contents**

Definition of Tourism and the need for Tourism- The birth, growth and development of Tourism - Factors influencing growth of Tourism - Tourism in India and abroad; Tourism Planning - Need for planning - Government's Role in planning - Tourism under Five Year Plans; Tourism and culture: Tourism and people - Tourism and economic development - Tourism and growth of related industries - Tourism and employment - Tourism and related developments such as social, political, educational etc.; Tourism marketing: Concepts and importance - Marketing functions in Tourism - Tourism marketing mix; Tourism pricing: Methods of pricing - Tourism promotion Advertising costs - Steps in planning an advertising campaign - Tourist publicity; Tourism and Government administrative systems: Ministry of Tourism - Department of tourism - Indian Tourism Development Corporation - World Tourism Organisation - Travel agents in India.
Suggested Readings


List of cases and specific references including research papers, articles and books will be announced in the class.

PSM-3806: DEVELOPMENT ADMINISTRATION

Objectives

The basic objective of this course is to examine the functioning of the administrative system in India, to identify its structural and peripheral deficiencies so as to streamline its functioning.

Course Contents

Public Service Orientation: Issues and Dilemmas; Ethics and public service; Neutrality, Responsibility and Morality; Deficiencies in the functioning of Administrative services in India; Reforms in terms of structure procedure and personnel; District Administration: Inter-Organisational Relations between different government agencies functioning at the district level, the role of the District Magistrate; Village Administration: Evolution of village administration in India; The changing structure of public administration in different countries like Japan, Australia, China, United States, India etc.; Training for public Administration: Methodology, Techniques and strategies, Training and Professionalisation in different services; Innovative and performance oriented work culture, Creation of an environment for Excellence; New administrative reforms measures; Performance and Accountability in Public Services; Zero-base budgeting; Productivity in government Organisations; The role of the Cabinet Secretariat in Developing Administration.

Suggested Readings


List of cases and specific references including research papers and books will be announced in the class.

**PSM-3807: WATER RESOURCE MANAGEMENT**

**Objectives**

This course focuses on the effective water resources planning, development and utilisation. The economic aspects of development planning related to water resources are to be emphasised. It also aims to acquaint the participants to the problem solving aspects of conservation of water resources, water crisis and latest scientific techniques for tapping water resources.

**Course Contents**

Objectives and organisation of water resource Management; Optimisation techniques for water resources projects; Scientific utilisation of Agriculture water; Irrigation projects; Treatment of waste water, recycling, and implementation; Remote sensing in water resources evaluation; Water crisis management floods and droughts; Water harvesting; Problems relating to supply and timely use of water in cities and towns.

**Suggested Readings**


List of cases and specific references including research papers, articles and books will be announced in the class.
PSM-3808 (MM-3212): MARKETING OF SOCIAL SERVICES

Objectives

The Course is designed to give an opportunity to acquire knowledge about the application of marketing tool and techniques in the marketing socially desirable courses specially in the context of developing countries like India.

Course Contents

Relevance of social services in a developing economy; applications of marketing in social services, e.g. health and family welfare, adult literacy programme, environment protection, social forestry, etc.; socio-economic-cultural influences on beneficiary system; organising for marketing social services; beneficiary research and measurement of their perceptions and attitudes; planning and implementation of mass campaigns; beneficiary contact programme; use of print and electronic media in mass communication; diffusion of innovative ideas; geographical expansion strategies in mass contact programme; review and monitoring of marketing strategies of socially relevant programmes.

Suggested Readings


List of cases and specific references including research papers and books will be announced in the class.

PSM-3809: PLANNING AND MANAGEMENT OF EDUCATION SYSTEMS

Objectives

To equip the students to apply the knowledge of management to Education systems and to familiarise them with education systems in India.
Course Contents


Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PSM–3810: MANPOWER POLICY AND PLANNING FOR PUBLIC SYSTEMS

Objectives

To impart knowledge on the scientific approaches to the manpower planning at the macro as well as micro levels.

Course Contents

Manpower policy: Macro, Micro approaches- Socio-Economic implications: Manpower Planning: Goals and objectives; Stages and approaches.: Techniques for Macro level Manpower Planning: Manpower audit, Labour Market, Manpower information. Data requirements and accuracy of Forecasting; Forecasting the demand and Supply requirements: Employment planning: Monitoring and Implementation: Institutional Machinery for Manpower Planning and Employment -Sectoral Manpower Planning: Education and Training: Technology, Environment and Manpower-planning: Planning the employment of the disadvantaged
Suggested Readings


List of cases and specific references including research papers and books will be announced in the class.

PSM-3811: (MM-3209) MARKETING FOR NON-PROFIT ORGANIZATIONS

Objectives

This course is designed to acquaint students with the application of Marketing Principles, Tools and Techniques in the Non-Profit organizations specifically in the context of developing countries like India,

Course Contents

Scope and Applications of Marketing in the Context of Non-profit Organization; Non-profit Institutions in Indian Market Context e.g. Police, Public Service, Hospitals etc.; Setting Marketing Objectives; Analysing Socio-cultural Environment Affecting Non-profit Organisations; Analysing Beneficiary Behaviour; Market Segmentation and Customer Targeting; Planning of Marketing Strategy in a Non-profit Organization; Concept of Product Service Life Cycle; Marker Segmentation and Related Issues; Elements of Marketing Mix; Product and Service Decisions; Pricing Decisions; Distribution and Delivery Strategy; Promotional and Public Relations Strategy Role of Institutional Image; Monitoring and Review of Marketing Programme.

Suggested Readings


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

**PSM-3812: MANAGEMENT CONTROL IN NON-PROFIT ORGANISATIONS**

**Objectives**

The main objective of the course is to appraise the students the concept of management control and the mechanism of management control in non-profit organisations. Efforts would also be made to provide deeper understanding and systematic analysis of the implementation of management control in non-profit organisations.

**Course Contents**

Management Control in general: Management control systems-Nature, structure and processes; Characteristics of Non-profit organisations; The Management Control process- programming, Budgeting, Operating and measurement. Reporting and analysis; The control structure- The responsibility structure financial reporting in non-profit organisations- fund accounting, Capital funds expenditure reporting, budgetary accounting, Measurement on revenue and expenses- Operating Capital maintenance, full costs versus direct cost, Controllable and uncontrollable costs; Output measurements- measurement categories, selection of output measures, strategic planning and management control; programming- nature, programming and budgeting, Technical analysis quantifying the value of human beings, risk and inflation, Budget preparation approach to budgeting; Pricing mechanism, control of operations; Monitoring and evaluation of performance.

**Suggested Readings**


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
PSM-3813: (MM-3712) MANAGEMENT OF TELECOMMUNICATION SYSTEMS

Objectives

The objective of this course is to facilitate the understanding about the role of telecommunications and its management in India.

Course Contents

Role of Telecommunications; Effects of technology and scale on cost of service, Organisation, management and financing in Telecommunications; Global and domestic competition in Telecommunication; telephone access and use; characteristics of telephone subscribers, use of business and residential telephones, use of public call office telephones, Telecommunication tariff policy, Mobilising resources for expansion, Impact of Telecommunications on rural development, organisational studies on BEL, C- DOT, and Telecom Commission.

Suggested Readings

5. Saunders, R J. Warford J J. and Wellenius B. "Telecommunication@ and Economic Development". 1983. World Bank, Washington DC,

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
HEALTH CARE ADMINISTRATION: HCA-3901 TO HCA-3907

HCA-3901: COMMUNITY HEALTH, EPIDEMIOLOGY & POPULATION MANAGEMENT

Objectives

To impart knowledge on the concepts of community health, community participation, Vital health indicators and demographic data and the uses of these Health Information for a better approach to policy making and planning in the health sector.

Course Contents

Meaning and scope of epidemiology: Models and factors associated with health and diseases.; Health statistics and health indicator: Morbidity, Mortality: Data sources, collection, analysis and uses.; Health Information System: Use of Computers; Primary health care and community participation; Organisational aspects of community health: Clinical care; Physical aspects of community health; Psychological aspects of community health; Special aspects of community health; Drugs, Alcoholism etc.; Preventive and promotive health care; Population policy, Planning and management.

Suggested Readings


List of cases and specific references including research papers, articles and books will be announced in the class.
HCA-3902: HEALTH CARE AND SOCIAL POLICY

Objectives

Designed to impart knowledge on the a) Health and Social welfare policies, b) Factors related to health policy formulation. c.) Tools of analysis needed for the study of health policies d) The dynamics of policy making.

Course Contents

Social Welfare, Social policy, Health care and Social development; Public and Social policy: Approaches to analysis, resources, Structure and Organisations; Factors in Social Policy: Situational, Structural, Ideological and Environmental; Health Policy formulation: Factors, determinants and other sectoral issues; National health policy: Review of different committees; Distribution of health services in India: Disparities; Health policy: Input, Output and Performance; Role of Private and Voluntary groups; Role of national and International agencies; Health and Social Policy: International Perspective; Health policy the Disadvantaged

Suggested Readings


The list of cases and specific references including research papers, articles and books will be announced in the class.

HCA-3903: HEALTH SYSTEMS MANAGEMENT

Objectives

The course is designed to appraise the participants on the uses of Systems Management concepts for the purpose of efficient health sector decision-making, control and evaluation.

Course Contents

Systems analysis and systems dynamics in health care; Health systems: Characteristics,
Planning methodologies, Goals and functions; Strategic management in health care; Quantitative foundations of health services management; Health Systems research: Uses and applications; Evaluation methodologies for monitoring the performance and needs in health services, Operational planning and management issues in health care; Health care decision making for mega problems: Approaches; Contemporary trends in health care; Health Manpower policy, Planning and management; Project Management in Health care.

Suggested Readings


List of cases and specific references including research papers, articles and books will be announced in the class.

HCA-3904: HEALTH CARE ECONOMICS AND FINANCE

Objectives

Designed to explore the range of financing and economic techniques which can be used to aid a resource decision making and resource allocation in the health sector.

Course Contents

Assessment of causes of poor health in the developing countries; Health services, economic development and national development planning; Economic appraisal of health services: Needs vs Demand vs Supply model; Health sector financing and expenditure surveys; Primary care: Costs, resource availability and allocation; Methods and models in the analysis and evaluation of health, sector financing; Financial management in health services: Budgeting, control, pricing and efficiency; Economics Non-Governmental health care; Economics of various National, health programmes.

Suggested Readings


List of cases and specific references including research papers, articles and books will be announced in the class.

HCA-3905: ENVIRONMENTAL HEALTH MANAGEMENT AND SAFETY PLANNING

Objectives

The aim of this paper is to expose the students about the possible health hazards faced in the health care delivery process through the waste generated. It talks about the environmental health and safety management leading to quality health.

Course Contents

Concept of Health Care Planning, Health Expenditures, Hospitals as a Health Care Delivery System; Management of Health Care Systems; Dimensions of Health Care Management; Management of Quality; Concepts of Environmental Health Care; Microbiological considerations; Laundries, CSSD, Insect, Rodent Control, Emergency and Disaster Planning; Safety Management; Patients and Personnel Safety, Fire Safety, General Sanitation; Hazardous Waste Management; Solid Waste Handling & Disposal; Liquid Waste Handling, Collection & Disposal; Water Treatment and Distribution. Planning and Organising for Safety and Waste management; Legal and Social Aspects of Waste Management; Trends and Practices; Management of Costs; Health care Budgeting; Cost Containment; Management of Conflicts; Organising for better Health Care Management; Collective Employee Participation; Bargaining; Rewards and Punishments

Suggested Readings

6. Goyal, R.C Handbook of Hospital Personnel Management, Prentice Hall of India, New Delhi, 1993
List of cases and specific references including research papers, articles and books will be announced in the class.

HCA-3906: HEALTH AND HOSPITAL INFORMATION SYSTEMS

Objectives

The purpose of this paper is to inculcate awareness about the need for a systems approach to decision making process in hospitals. It stresses the need for building an effective information system in the health and hospital environment using computer as a tool. This develops understanding about the concepts involved in computers, communication and MIS.

Contents

Concept of Health; Health Care and Hospitals, Indian Health Care System, Government- Health Care Interface; Hospital as a Subsystem of Health Care System; Hospital Functions; Hospital Organisation, Classification of Hospitals; Components of a Hospital System; Changing Role of Hospital Administration; Need for Managerial Functional Specialists; Decision making in Hospitals, Understanding Decision making Process; Drawbacks of Hospital Communication System; Need for Systems approach to Hospital; Concepts of Computers and Communication Technology, Database Concepts, Networks and Communication; Types of Networks, Network Topologies, Information Technology in Hospitals; Information System Concepts, Types of Information Systems; Hospital Information System; Systems Analysis and Design of Hospital Information Systems; Design Considerations; Development Approaches; Implementation Strategies; Functionality of Computerised Hospital Information Systems, Merits and Demerits of CHIS, Trends in HIS; HIS as a Control System; Resource Utilisation & Control in Hospitals, Issues and Challenges of Hospital Management.

Suggested Readings

Saini, Anil Kumar Management Information System (MIS) in Hospitals, Deep & Deep Pub., 1993
Hospital Information Systems - The Next Generation, Voide, Rudi Van de Springer Verlag, 1992
Health Information in India, Central Bureau of Health Intelligence, Ministry of Health & Family Welfare, Govt. Of India, New Delhi

List of cases and specific references including research papers, articles and books will be announced in the class.
HCA-3907: HEALTH COMMUNICATION: DEVELOPMENT AND DISSEMINATION

Objectives

Health communication is an emerging speciality in the field of communication. It is the crafting and delivery of messages & strategies based on consumer research to promote the health of individuals & community. Health communication researches are primarily concerned with better understanding the health promotion & disease prevention and treatment within the context of human interaction.

Course Contents

An overview of many substantive areas of study within health communication like interpersonal communication, inter-cultural communication, mass media health images, communication campaigns, alternative medicine, health ethics. Use of least three artifacts (such as pamphlets, print ads, video, etc.) analyses the rhetoric of a successful or an unsuccessful health communication campaign such as AIDS awareness, smoking cessation. Students learn to plan, deliver & evaluate health information & disease prevention campaigns, advocate for health policy initiatives & manages health care delivery systems or produce the written material for a healthy campaign or develop a television programme/Health literacy & strategies dissemination in areas of public health emerging from research in hearing, balance, smell, taste, voice, speech or language and materials that make complex disease issues more understandable to public e.g. materials to accompany genetic counselling in areas of inherited disorders.

Suggested Readings


List of cases and specific references including research papers, articles and books will be announced in the class.
TECHNOLOGY MANAGEMENT AREA: TM - 4001 TO TM - 4006

TM-4001: TECHNOLOGY ACQUISITION AND DIFFUSION

Objectives

This course will highlight at the indicators of Technology and Market survey for Technology with a point of view of Diffusion, also the parameters on which Technology is assessed and evaluated and the key words for the success of an effective diffusion strategy will be discussed.

Contents

Technological Indicators; Make vs. Buy Decisions; Technomarket Survey; Assessment & Evaluation of Technology (TA & TE); Methodology of TA; TA Imperatives; Organisation & Management of TA; TE Parameters; Financing the Technology: Government Funding: CSIR, IDBI, ICICI, CII and UNDP, etc.; Venture Capital; Identification of Core Competence.; Technology Absorption and Diffusion.; Terminology and Concepts; Constraints in Technology Absorption; Technology Absorption Efforts-Case Studies DRDO; Management of Technology Absorption; Benefits of Technology Absorption; Future Thrust for Technology Absorption; Importance of Diffusion; Diffusion Strategies; Case Studies-Indian Experiences; Technology Marketing Issues, Strategies - Internal transfers, export etc.

Suggested Readings


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.
TM-4002: TECHNOLOGY FINANCE

Objectives

To render a conceptual background of finance, audit and accounting and to enable the managers in R&D establishments to take effective financial decisions.

Course Contents

Accounting aspects specific to R&D organisation, to understand Accounting treatment of Technology related payments; Costing for R&D activities: Costing of Technologies, Activity based costing, Target costing and life cycle costing; Financing of Technology payments; Venture capital; Hire purchase and leasing; Project financing aspects; Financial appraisal of new technology; Technology obsolescence.

Suggested Readings


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

TM – 4003: TECHNOLOGY TRANSFER AND ABSORPTION

Objectives

To share awareness and experiences in the field of Transfer of Technology through mutual interaction by sharing views and experiences of some Professionals in the field of Technology Transfer, and to provide field purchase solution to these issues through better managerial techniques and organisation changes.

Course Contents

Aim and Objectives of Technology Transfer; Models of Technology Transfer, Technology Transfer Modes; Technology Search Strategy; Dimensions of Technology Transfer; Features of Technology package; Routes of Technology Transfer; Technology Absorption capabilities of recipient enterprise; Competence of know - how supplier; Pricing of technology; Technology Transfer Agreements; Code of conduct for Technology Transfer; Government initiative and
Technology Transfer; Indian Experiences and case studies.

Suggested Readings


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

**TM-4004: TECHNOLOGY FORECASTING**

Objectives

To study various qualitative and quantitative technology forecasting methods with their relative merits and demerits.

Course Contents

Exploratory Methods of TF; Delphi Technique; Cross Impact Matrix; Curve Fitting; Morphological Methods. Trend Extrapolation; Regression Analysis; Econometric Models; Normative Methods of TF; OR Models and Simulation; Networks Techniques; Relevance Trees; System Dynamics; Qualitative Methods; Futurology; Activities of TIFAC - Case Studies

Suggested Readings

1. Ayres, Robert U: *Technological forecasting and long range planning*

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.
TM 4005: R & D MANAGEMENT

Objectives

To develop middle level scientists in the modern concepts of R & D management with a view to make them effective project managers and to enhance their human and behavior skills to make them effective member of a large multi-disciplinary projects.

Course Contents

Survey of Emerging Technologies; Environment Analysis; Project Proposals; R & D Management: Management of knowledge workers, R & D environment; Management of High value Instruments Test Facilities, Workshops etc.; Identification of partners/contractors for R&D Projects; R & D Budget; Technology Scanning; Procurement Procedure; Material Management Policy; Discard Policies and Procedure; Contract Management; Vendor Development; Procurement and Utilisation of Capital Equipment; Test Facilities; Sharing of resources with other Institution - Sponsored Resources; Development Tools; Design Methodologies; CAD / CAM / CIM; Design for Manufacturing; Design for Maintenance.

Suggested Readings

5. NTIS: The management of Government R & D Projects; the effects of the contractual requirement to use specific management techniques. Texas, University of Texas at Austin, 1972.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

TM-4006: PROGRAMME MANAGEMENT

Objectives

To train the scientist and managers in the practical application and modern tools and techniques of planning, scheduling; monitoring and control of multiple projects.

Course Contents

Project Feasibility Study: Programme Management Concepts-Society Model ADA, IGMDP Model. Deemed University Model. MOUs etc. PMBOK ISO standards; Project Appraisal; Project
Selection; Networks Models and their applications-PERT, CPM, GERT, Precedence Network; Resource Allocation and Scheduling; Project Costing-Zero base Budgeting, Budgetary Control, CAG Report; Project Monitoring and Control - CASM (DRDL Model); Time and Cost Over run; Concurrent Engineering; Project Closure-Cube Model; IEEE Models; Project Management Software; Major Projects in DRDO / DAE / CSIR / HAL etc. SARVATRA; IGMDP; MBT; FALCON; SAMYUKTA; INSAS; LCA

Suggested Readings

4. Martino, RL: *Project management and control; finding the critical path; Applied operational planning; Allocating and scheduling resources*; N.Y., American Management Association, 1965.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.
INTERNATIONAL BUSINESS AREA: IB - 4101 TO IB - 4110

IB-4101 (FM 3107): INTERNATIONAL ACCOUNTING

Objectives

The objective of this course is to acquaint the students with the accounting needs of international financial markets and to analyse the accounting measurement and reporting issues unique to multinational business transactions.

Course Contents

International Dimensions of Accounting - Conceptual Development and Comparative Development Patterns; Currency Transactions; Managing International Information Systems; International Perspective on Inflation Accounting; Financial Reporting and Disclosure; Analysing Foreign Financial Statements; Financial Management of Multinational Entities; Transfer Pricing and International Accounting - International Standards and Multinational Corporations.

Suggested Readings


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of course.

IB-4102 (FM3104): INTERNATIONAL FINANCIAL MANAGEMENT

Objectives

The objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.
Course Contents

Multinational Financial Management - An overview; Evolution of the International Monetary and Financial System; Long-run Investment Decisions - The Foreign Investment Decision; Political Risk Management; Multinational Capital Budgeting - Application and Interpretation; Cost of Capital and Capital Structure of the Multinational Firm; Dividend Policy of the Multinational Firm; Taxation of the Multinational Firm; Country Risk Analysis; Long-term Financing.

Suggested Readings


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

IB-4103 (FM 3111): INTERNATIONAL FINANCIAL MARKETS

Objectives

The objective of this course is to give students an in-depth knowledge of the working of international financial markets.

Course Contents


Suggested Readings


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of course.

IB-4104 (FM 3114): FOREIGN EXCHANGE MANAGEMENT

Objectives

To acquaint the participants with the mechanism of the foreign exchange markets, measurement of the foreign exchange exposure, and hedging against exposure risk.

Course Contents


Selected Readings

4. Shapiro, A.C. Internnational Financial Management, Boston,Allyn and Bacon,1979

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of course.
IB - 4105 (MM 3204): INTERNATIONAL MARKETING

Objectives

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

Course Contents


Suggested Readings


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.
IB-4106 EXPORT-IMPORT PROCEDURES, DOCUMENTATION AND LOGISTICS

Objectives

The aim of the course is to acquaint the students with the export-import procedures, documentation and logistics.

Course Contents

Documentation Framework-Exim Documentation; International Business Contracts: Types, Formation, Elements, Legal Dimensions, Dispute Settlement; Instruments and methods of Financing Exports including credit and collections, Uniform custom and practices (UCP ); Business Risk Coverage-Cargo, Credit and Foreign Exchange Risk Coverage, Cargo Insurance, Foreign Exchange Regulations and Formalities; Quality Control and Pre-shipment; Inspection Concept Scheme and Procedures; Role of Clearing and Forward Agents; Excise clearance of cargo; Shipment of Export Cargo; Custom Clearance of Export Cargo; Custom Clearance of Import Cargo; Negotiations of Documents with Banks; Procedures and documentation for availing export incentives-Duty draw backs, Import Licensing and other incentives; Processing of an Export Order; World Shipping: Structure, Liners, and Tramps, Conference System; Freight and Structure. Containerisation and other developments, International Agreements and Conferences on Sea Transport; Indian Shipping: Trends, Structure, Concepts of Dry Port, Containerisation, Machinery for Consultation; Air Transport: International set-up, Freight rate structure.

Suggested Readings

3. Government of India *Handbook of Import – Export Procedures*

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

IB-4107: REGIONAL BLOCKS

Objectives

The objective of the course to familiarise the students with the theoretical framework of the theory of economic integration, and its impact on trade and investment flows among the region and on the global economy.
Course Contents

Theory of Economic Integration; Economic Integration and endogenous growth; Selected Regional Blocks- NAFTA, EU, ASEAN, SAARC; Globalisation Vs. Regionalisation; Regional Blocks, Building Blocks or Stumbling Blocks: Ongoing challenges-Environment Volatility, Rise of Global Mania; Regional Alternatives; Regional Competition; New Organisational Challenges;

Selected Readings

3. Dreze, Jean and Sen, Aamitya Indian Development: Selected Regional Perspective, Delhi, Oxford University Press, 1997

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

IB-4108: INTERNATIONAL ECONOMIC ORGANISATIONS

Objectives

To familiarise the students with the functioning of the international economic organisations and their changing role in the context of globalisation of the world economy.

Course Contents

Regimes, International Economic Organisations and Development Diplomacy: Regimes and regimes theory, International Organisations as international institutions; International Monetary Fund (IMF); World Bank Group—International Bank For Reconstruction and Development (IBRD), International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA); General Agreement on Tariffs and Trade (GATT); World Trade Organisation (WTO), United Nations Conference on Trade and Development (UNCTAD); International Labour Organisation (ILO).

Selected Readings

1. Bhalla, V.K. International Monetary Cooperation, Delhi, Anmol, 1992

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

**IB-4109: INDIA’S FOREIGN TRADE POLICY**

**Objectives**

To acquaint the students with recent trends in India’s foreign trade, and management and policy related issues in foreign trade in the global context.

**Course Contents**

India’s Foreign Trade in the Global Context, Structure and Equilibrium of India’s Balance of Payments, Recent Trends in India’s foreign trade; Directional Pattern: Major export commodities-Thrust area commodities-their trend, problems and prospects; Major competitors; Major Import Commodity Groups; Trade Control in India; Foreign Trade (Development and Regulation) Act, Import and Export Control Orders; Import and Export Licensing System; Exchange Control in India; Blanket Permit System; Import Substitution and Export Promotion Policies; Export Incentives: Financial and Fiscal; Deferred Payment System and the Role of EXIM Bank of India; Export Credit Insurance; Infrastructure support for Export Promotion; Export promotion Councils; Commodity Boards/Product Export Development Authorities; Specific Service Institutions; Role of State Trading Organisations in Foreign Trade, Export Processing Zones; Export Oriented Units and Export and Trading House Schemes; Multilateralism and Bilateralism in India’s International Business.

**Suggested Readings**

3. Khanna, Sri Ram *Export Marketting in India’s New Manufacturers*, University of Delhi, Delhi, 1986

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.
IB-4110 GLOBAL HUMAN RESOURCE MANAGEMENT

Objectives

The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organisations.

Course Contents

Global Business; Growth and Evolution; Environmental Variables in Global Business; Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organisations; Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation; Human Resource Management in Global Organisations; Ethics in International Business; Western and Eastern Management Thoughts in the Indian Context.

Suggested Readings


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.